

# **CONSOLIDATED PLAN**

**SANTA FE, NEW MEXICO  
2003 – 2008**



Submitted by:  
City of Santa Fe Community Development Division  
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## EXECUTIVE SUMMARY

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The *Consolidated Plan* is a five-year blueprint for Santa Fe's housing and community development funding priorities. A *Consolidated Plan* ensures that the policies and programs supported by the City of Santa Fe relate to the U.S. Department of Housing and Urban Development's statutory goals of providing decent housing, providing a suitable living environment, and expanding economic opportunity. Santa Fe's *Consolidated Plan* documents how the City will continue to meet community development needs, improve accountability, access new resources and maximize existing resources.

### I. Community Profile

Updated calculations from the 2000 U.S. Census show that 62,203 people live within the Santa Fe incorporated city limits, with an additional 16,897 people residing in the urban area and 25,092 more living in the region. Of this population, according to the 2000 Census, 52% is Hispanic, 45% is White (non-Hispanic), and less than 3% is Native American and other minority. Since 1990, the population of the city of Santa Fe grew 1.1%, and the surrounding region grew 2.4%. The average age of a Santa Fe resident is 41, with an increasing percentage of the overall population reaching elderly status in upcoming years. This population is likely to need smaller, more affordably-priced units with access to community services.

### II. Public Participation Process

Citizens are encouraged to participate in the planning and preparation of the *Consolidated Plan*, including amendments to the Plan and subsequent performance reports. The objective of the Citizen Participation Plan is to ensure that low- and moderate-income Santa Fe residents have an opportunity to comment on pertinent community development and human service issues. A draft of the Plan was available for review at the Main Library, Mary Ester Gonzales Senior Center, Genoveva Chavez Community Center, and the City of Santa Fe Community Services Department for a public comment period that lasted from March 28, 2003 – May 14, 2003. Other outreach included: consultation with members of the Affordable Housing Roundtable, the City and County Housing Authorities, the Economic Development Alliance and other community services stakeholder groups.

Additionally, a public survey, used in 1999, was redesigned and distributed through public meetings, handouts at community events and to the general public, given to stakeholder agencies for distribution to their clients, including: low-income residents, public housing residents, consumers of supportive services, and persons with disabilities; posted on the City's website and accessed directly online: ([www.learning-anytime.com/santafe/](http://www.learning-anytime.com/santafe/)).

### III. Housing

Since 1992, the City has provided funding, technical assistance and low-cost land, built the capacity of nonprofit housing organizations to provide affordable housing units and housing related services, and implemented proactive planning and regulatory policies to support affordable housing efforts.

Specifically, ten year accomplishments include:

- 730 affordable homes constructed;
- 1,550 low-cost mortgages for existing homes financed;
- 3,045 homes owned by low-income homeowners repaired and winterized;
- 500 below-market rental units acquired or constructed;
- 300 renters with mental illness or HIV/AIDS given rental assistance;
- 90 units for households and individuals with special needs created;
- 190 new shelter beds created; and,
- 5,400 first time homebuyers trained.

Several barriers to affordable housing exist in Santa Fe, including, the high "hard cost" of building, the gentrification of existing housing stock, the lack of appropriate building sites, restrictions imposed by

government regulation, financing barriers, and organizational and management limitations. Without sustained and ongoing support for the services provided by nonprofit housing organizations and continued City efforts to attract federal housing subsidies, Santa Fe's housing market would escalate quickly out of range of many middle and lower-income residents. For that reason, it is the fundamental objective of this Plan to expand ongoing housing efforts and to encourage the establishment of new programs to address Santa Fe's ever-increasing lack of affordable housing.

**A) Housing Priority Needs Table** (See pp 52 – 86.)

Description of Need	High	Medium
There is a need for 2 to 4 bedroom housing units (both rental and homeownership) for extremely low and low income families.	√	
There is a need to develop affordable housing in all sectors of city maintaining mixed income neighborhoods.		√
There is a need to continue education and outreach activities about fair housing and increase mortgage lending in low- and moderate-income neighborhoods.	√	
There is a need to rehabilitate owner-occupied, substandard housing units.		√
There is a need to provide a "continuum" of housing services including: emergency shelter, transitional, permanent affordable rental, and homeownership opportunities.	√	
There is a need to provide affordable housing options for elderly and frail elderly community members and residents with special needs.	√	
There is a need to increase financial assistance available for residents earning between 80 and 120% of area median income.		√

**B) Strategies for Addressing Housing Needs in Santa Fe**

The City will continue with the following ongoing initiatives to address housing needs in Santa Fe:

- Building Permit and Impact Fee Waivers,
- Reduced Utility Expansion Charges
- Fair Housing Program
- Fast Track Approval
- Homebuyer Education Programs
- Sweat Equity Homeowner-builder
- HOME Investment Partnerships Program
- Land-to-Home Builder Program
- Home Improvement/Homeownership Success Program
- CDBG Revolving Loan Program Income
- Inclusionary Zoning Ordinance (Housing Opportunity Program)
- Land Trust/Land Lease Program
- Landlord/Tenant Hotline
- Low Income Housing Tax Credit Program
- Mortgage Revenue Bond Program
- Reverse Mortgage Program for the Terminally Ill and Elderly
- Shelter Plus Care Grant for Rental Assistance
- Homebuyer Assistance
- Tenant-to-Homeowner Program
- Annexation Agreements
- Financial Fitness for Life

**IV. Economic Development**

At 45% and 29%, respectively, the services and government sectors in Santa Fe's economy are predominant, due to the city's role as the state's capitol and to its popularity as a tourist destination. This concentration limits the number of high paying jobs and the multiplier effect of these jobs in the local economy. One important barrier to diversifying the economy is the City's limited capital investment in infrastructure, particularly telecommunications infrastructure required for high technology and communications firms. Another major barrier is the lack of affordable housing. The City is currently in the process of updating the Community Economic Development Plan to identify specific economic development initiatives for the next five years.

**A) Economic Development Priority Needs Table** (See pp 87 – 101.)

Description of Need	High	Medium
There is a need for expanded workforce development and educational opportunities.	√	
There is a need to develop and maintain an attractive climate for conducting business in Santa Fe.	√	
There is a need to facilitate partnership networking and marketing opportunities between economic development providers, government agencies and for-profit entities.		√
There is a need to expand the economic base of Santa Fe through the creation, retention, expansion and attraction of businesses which fit the character, resources, and value systems of Santa Fe.	√	
There is a need to support community-based economic development initiatives consistent with the <i>General Plan</i> , the <i>Community Economic Development Plan</i> and ongoing land use policies.	√	
There is a need to provide the community with broadband telecommunications infrastructure to enhance development options.	√	
There is a need to provide more housing opportunities to meet the needs of Santa Fe's workforce.	√	

**B) Strategies for Addressing Economic Development Needs in Santa Fe**

The City expects to collaborate with the following organizations and others to implement strategies for addressing economic development needs in Santa Fe:

- North Central New Mexico Economic Development District (NCNMEDD)
- Santa Fe Economic Development, Inc. (SFEDI)
- Santa Fe Business Incubator (SFBI)
- Small Business Development Center at Santa Fe Community College (SBDC)
- Tri-Area Association for Economic Development (TRADE)
- Regional Development Corporation (RDC)
- New Mexico Community Development Loan Fund (NMCDLF)

Ongoing initiatives that are integral to economic development efforts in Santa Fe include the following:

- administering a Small Business Development Loan Fund;
- continuing retention and expansion efforts for targeted industry clusters;
- supporting the Santa Fe Business Incubator, including the Business Opportunity Program which offers technical assistance and rental support specifically targeted at low- and moderate-income business owners;
- creating career oriented learning opportunities and providing referrals for youth and adults to businesses, educational programs and human service organizations;
- providing technical assistance to companies in everything from writing business plans and e-commerce marketing strategies to loan packaging and financial analysis;
- improving communication and cooperation among the various regional economic development organizations, government entities and industry clusters;
- coordinating research concerning Santa Fe's business environment.

**V. Funding Sources**

As per the planning objectives and funding priorities identified in this Plan, CDBG funds will be used primarily to support housing and economic development activities. See the *Action Plan* portion of this document for a detailed list of local, state, federal, and private funding sources to be potentially accessed during the next five years.

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## ***PURPOSE OF PLAN***

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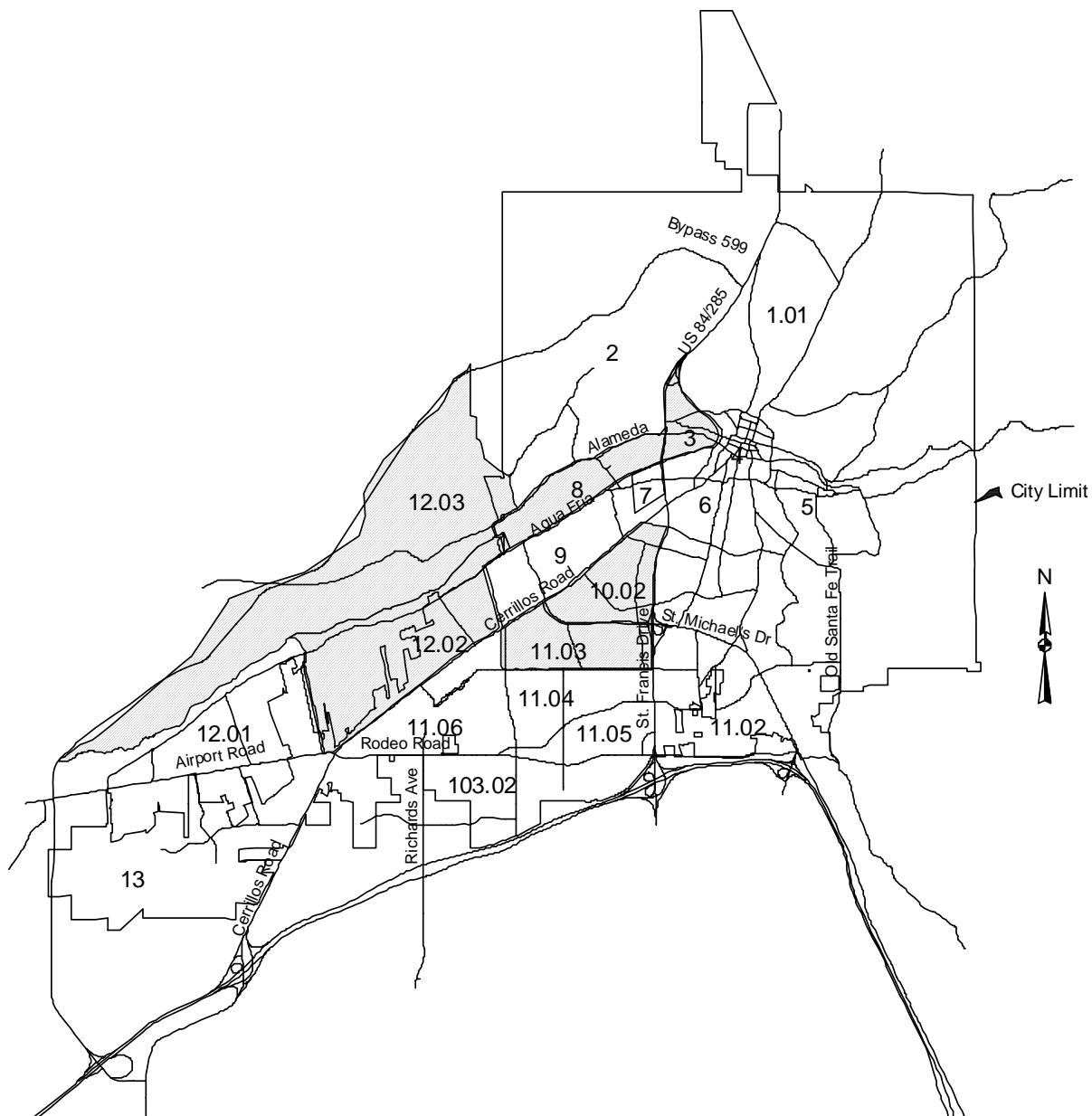
The *Consolidated Plan* is a five-year blueprint for the City of Santa Fe's housing and community development activities. A *Consolidated Plan* ensures that the policies and programs supported by the City of Santa Fe relate to the U.S. Department of Housing and Urban Development's statutory goals of providing decent housing, providing a suitable living environment, and expanding economic opportunity. Santa Fe's *Consolidated Plan* documents how the City will continue to meet community development needs, improve accountability and maximize existing resources.

The goals, policies and activities outlined in this document will expand the City of Santa Fe's Community Development Division's ongoing commitment to address the preceding issues. Developing financial and management structures that will promote the availability of housing, coordinating interdepartmental efforts involving community development issues, and expanding public and private partnerships to provide housing and economic development benefits are some of the City's ongoing and proposed activities outlined in this Plan.

## ***GEOGRAPHIC DISTRIBUTION OF ACTIVITIES***

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All activities will be implemented on a citywide basis. Although traditionally a fairly well integrated city, racially and economically, Santa Fe is starting to reflect trends of segregation. Staff considers it important to continue to support housing and other community development activities in all areas of the city. The areas of higher poverty concentrations are found primarily in census tract 3, 8, 10.02, 11.02, 12.02, and 12.03





# ***MANAGING THE PROCESS***

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## **I. LEAD AGENCY**

The City of Santa Fe's Community Development Division is the lead agency for preparing the *Consolidated Plan*, conducting a citizen participation process, and monitoring the Plan's implementation. City staff serves as a liaison between private developers of housing, commercial, business or industrial real estate and the City's development review team. Staff also works on every level of review within the development approval process and on behalf of projects that promote the City's goals of affordable housing and diverse economic development.

Other municipal entities that are involved with the implementation of funding decisions are the Public Works, CIP and Land Use Committee, Finance Committee, Planning Commission, Community Development Commission, Mayor's Committee on Concerns of Persons with Disabilities, and the Economic Development Review Committee. Ensuring effective interdepartmental communication with the City's Planning Division is also a priority for staff in the Community Development Division. The planning area addressed by this document is defined by the city's limits. Due to the regional nature of many housing and community development issues, the City will continue to collaborate with the County when appropriate.

## **II. INSTITUTIONAL STRUCTURE**

The City's success in carrying out its housing and community development initiatives is due in large part to its philosophy of building the capacity of its non-profit partners, rather than increasing the size of the City's bureaucracy. Through capacity building, technical assistance, and developing and implementing regulatory mechanisms, the City of Santa Fe has built a network of strong cooperation and assistance among various non-profit agencies. By assuming the role of advocate and coordinator, the City's Community Development Division continues to act as a catalyst for community-

wide housing and community development efforts for lower income citizens. The City will carry out the initiatives outlined in this Plan by working in close collaboration with several non-profit organizations, public entities, and private corporations.

## **A) Housing**

Many coordination efforts between public and private housing providers and service delivery agencies are done through Santa Fe's Affordable Housing Roundtable.

Created by the City of Santa Fe's Community Development Division, the Enterprise Foundation and several other non-profit entities, the Roundtable was awarded the *1996 Innovations in American Government* award. The City continues to invest time and resources into ensuring that the Roundtable is a viable organizational structure for carrying out its housing and community development objectives and strategic planning. In fact, the City and members of the Roundtable are able to leverage money from various public and private sources very successfully to support a wide variety of innovative and productive affordable housing efforts in Santa Fe.

Roundtable members meet every two months and collaborate effectively on many ongoing housing projects. Members of the Roundtable include:

- City of Santa Fe
- The Enterprise Foundation
- Esperanza
- Santa Fe Habitat for Humanity
- Life Link/La Luz
- Neighborhood Housing Services of Santa Fe
- Open Hands
- St. Elizabeth Shelter
- Santa Fe Civic & County Housing Authorities
- Santa Fe Community Housing Trust
- Sustainable Communities, Inc.
- Tierra Contenta Corporation

- ◆ **The Enterprise Foundation:** Based in Columbia, MD, the Enterprise Foundation has been involved in Santa Fe since the early 1990's and is a founding member of the Roundtable. Enterprise provides technical assistance and low interest loans to housing development agencies in Santa Fe and is responsible for providing assistance with administrative, policy and fundraising activities for the Affordable Housing Trust Fund and the Affordable Housing Roundtable. Also, Enterprise assists City staff with updates of the Annual Plan and other administrative requirements for the Five Year *Consolidated Plan*.

- ◆ **Esperanza:** This organization offers shelter and treatment facility for victims of domestic violence and those suffering from physical or sexual abuse and provides services throughout northern New Mexico.
- ◆ **Santa Fe Habitat for Humanity:** Founded in 1987, the organization serves Santa Fe residents at approximately 50% of the area median who seek home ownership opportunities. Habitat offers interest free mortgages and homes that are built with volunteer labor and donated materials, including a “sweat equity” contribution of the future owner.
- ◆ **Life Link/La Luz:** La Luz has been assisting homeless families and individuals and the mentally ill in Santa Fe since 1987. The organization offers transitional and permanent supportive housing for the mentally ill and others in danger of becoming homeless. Other services include: food assistance, rent and utility assistance, case management, substance abuse counseling, family counseling, supportive employment and advocacy.
- ◆ **Neighborhood Housing Services of Santa Fe (NHS):** NHS provides services directly to residents of four northern counties: Santa Fe, Taos, Rio Arriba and San Miguel. Since 1992, NHS has helped a total of 836 families purchase homes of their own, and has counseled more than 3,000 households. In the home repair and improvement program, NHS loans and services have assisted a total of 433 families. The “Land-to-Home Program” helps three Santa Fe families per year build homes on land they already own. A new education program for homeowners, “The Hands-On Home Repair” workshop series serves more than 250 households per year. Since 1992, 2445 individuals have attended the Homebuyer Education workshop and 236 individuals have attended the Financial Fitness for Life workshops. NHS has been certified by the Department of Treasury as a Community Development Financial Institution (CDFI) and is affiliated with the Neighborhood Reinvestment Corporation.
- ◆ **Open Hands:** Focusing on the elderly and low income New Mexicans, Open Hands provides the following: a medical equipment loan program, community outreach services, home safety assessments, adult day care, and many other services.
- ◆ **St Elizabeth Shelter (St. E’s):** St. E’s provides comprehensive shelter services for homeless families and individuals and also offers transitional services including rent assistance, substance abuse counseling, therapeutic counseling, case management services, and transitional housing.
- ◆ **Santa Fe Civic Housing Authority (SFCHA):** The SFCHA incorporated as a non-profit in 1989 in order to provide increased housing services for low-income residents and contains an inventory of 461 units. The Board and Commission of the SFCHA are appointed by the Mayor and approved by the City Council. Staff from the SFCHA informs the Community Development Division regarding proposed capital improvements and development, demolition or disposition of public housing units, and other housing services. Staff from the City reviews such activities on an

advisory basis and ongoing efforts are made to coordinate services provided by the two entities. To expand development and funding opportunities, the SFCHA created Casas de Buena Ventura as a non-profit, development arm of the housing authority. CBV is also responsible for ongoing management of development projects. Recently, the City contributed CDBG funding towards a 32-unit Section 202 project in the La Cienegueta subdivision that was developed by Casas de Buena Ventura. The project's success provided a template for future collaborative efforts between the City and the SFCHA.

- ◆ **Santa Fe County Housing Authority:** Serving the low and very low income population residing in the urban area, the County's Housing Authority provides Section 8 vouchers and operates over 225 public housing units. The Family Self Sufficiency Program helps residents attain economic self sufficiency and offers other supportive services such as child care for enrollees.
- ◆ **Santa Fe Community Housing Trust (SFCHT):** SFCHT offers homebuyer training classes, zero-interest, non-amortizing, due on sale second mortgages, reverse mortgages for the elderly and seriously ill, and amortizing first mortgages that are sold at par after "seasoning." The SFCHT has developed over 210 units and is also a land trust, with 71 lots held under a long-term lease. Additionally, the organization has assisted 50 clients to build homes on their own land and is the affordable housing liaison to Fannie Mae and the building industry for green building. The Housing Trust also manages seven leases for city-owned land and provides income verification for the City's Housing Opportunity Program. SFCHT acts as the fiduciary agent for administering the Santa Fe Affordable Housing Trust Fund and is a certified Community Development Financial Institution (CDFI).
- ◆ **Sustainable Communities, Inc.:** The organization is involved with affordable housing development, educational programs, and sustainable development consulting.
- ◆ **Tierra Contenta Corporation (TCC):** In charge of overseeing the development of the Tierra Contenta Planned Community, TCC provides ready-to-build land for single-family, multi-family, small business development and community services. Forty percent of the development's completed units will be affordable to residents at or less than 80% of the area median income and features innovative open space and traditional village designs.

## **B) Economic Development**

The *Economic Development Alliance* was formed with the intent of improving communication and coordinating services and programs between different economic development organizations in the region. Staff from the Community Development

Division of the City of Santa Fe attends the Economic Development Alliance meetings, held every two months. Participants include:

- North Central New Mexico Economic Development District
  - Santa Fe Economic Development, Inc.
  - Santa Fe Business Incubator
  - Small Business Development Center at Santa Fe Community College
  - Tri-Area Association for Economic Development
- ◆ **North Central New Mexico Economic Development District (NCNMEDD):** administers the Santa Fe Direct Revolving Loan Fund, one of the financing programs funded by the City's CDBG allocation. NCNMEDD is the local representative for the Economic Development Administration (EDA) and in that capacity has assisted the City and area economic development groups in developing funding applications to the EDA. The organization works closely with the Santa Fe Business Development Center on this program. NCNMEDD also administers other revolving loan funds in the seven northern counties on behalf of the EDA and the Regional Development Corporation (RDC) and administers funds from the Area Agency on Aging.
- ◆ **Santa Fe Economic Development, Inc. (SFEDI):** has been Santa Fe's lead agency in business recruitment and managed the Valdes Industrial Park until 2000. SFEDI's current Strategic Plan has redirected their efforts towards retention and expansion efforts for targeted industry clusters. SFEDI provides inquiry response services and hosts visiting companies interested in locating in Santa Fe. The organization focuses its retention and expansion efforts in the bio-technology and publishing sectors.
- ◆ **Santa Fe Business Incubator (SFBI):** has developed an award-winning incubator program located in its 30,000 square foot facility on Airport Road in southwestern Santa Fe. In addition to offering a series of workshops and business advising for its clients, the Incubator has developed programs specifically targeted at low- and moderate-income business owners. The *Business Opportunity Program* (BOP), funded by CDBG, provides technical assistance and rent support to businesses served by the Incubator. Awarded the John J. Gunther Award for Best Practices in Economic Development from HUD in 1999, the Incubator also shared the prestigious National Business Incubation Association's *Incubator Client of the Year for Service Companies* award in 1999.
- ◆ **Small Business Development Center at Santa Fe Community College (SBDC):** is part of a state-wide network of Centers affiliated with the Small Business Administration. The SBDC provides technical assistance to companies in everything from writing business plans and e-commerce to loan packaging and financial analysis. Assistance is provided on a one-on-one basis and through classroom offerings at the Santa Fe Community College, where the organization is located.

- ◆ **Tri-Area Association for Economic Development (TRADE):** develops economic opportunities on a regional level, and is active in Los Alamos and Rio Arriba counties, the city and county of Santa Fe, Española, and the Native American pueblos in the region. TRADE's focus is on improving communication and cooperation among the various regional economic development organizations, government entities and industry clusters and hosts an annual Telecommunications Summit. Other activities include: developing a regional industrial park directory and marketing plan, supporting the start up of various trade groups, providing assistance with marketing programs to numerous individuals, firms, industry groups and regional associations.

Staff from the Community Development Division meet on a regular basis with staff from Santa Fe County and several state offices, including: the Economic Development Department, the State Land Office, the Department of Finance and Administration, the Department of Labor and the Department of Human Services. Other collaborative efforts include other economic development providers: ACCION, Economic Development Administration, New Mexico Community Development Loan Fund, New Mexico Economic Development Department, Regional Development Corporation, SCORE, Small Business Administration, and WESSTCorp.

## **C) Non-Housing Service Providers**

### *1. The Children and Youth Commission*

The City allocates an amount of the General Fund equal to a minimum of 3% of its share of state gross receipts tax annually to the Children and Youth Fund. The Children and Youth Commission, also appointed by the Mayor, is a seven-member body that makes funding recommendations for programs that serve children and youth. In its thirteenth year, the Commission determines priorities for program development, advocates in the community on behalf of children and youth, conducts regular needs assessments, and plans short and long term initiatives for children and youth in the community. In 1999, the *Children and Youth Strategic Plan* was approved unanimously by the City Council.

## *2. The Community Development Commission*

The Community Development Commission (CDC) chaired by Mayor Larry Delgado, meets monthly to make recommendations on matters related to affordable housing and economic development. Specifically, the Commission is responsible for allocating the City of Santa Fe's Community Development Block Grant (CDBG). Additionally, the CDC reviews all activities initiated by the City's Community Development Division to ensure that they are consistent with the *Consolidated Plan*. Any funded activities must support the provision of decent housing and a suitable living environment and the expansion of economic opportunity principally for people of low and moderate income.

The Commission receives and reviews applications and makes recommendations to the City Council. The CDC allocates CDBG funds with an underlying strategy of creating new activities, capacities and momentum that will carry forward to future years and remedy a significant portion of Santa Fe's affordable housing and economic development problems. All meetings of the Community Development Commission are open to the public. Current members of the CDC include: Mayor Larry Delgado (Chair), Angie Baca, Mike Baca, Steven Brugger, Jaime Estremera-Fitzgerald, Francisco Rivera, and Annette Thompson-Martinez.

## *3. The Human Services Committee*

Serving in a similar capacity as the Affordable Housing Roundtable, the Human Services Committee is made up of members appointed by the Mayor, with the approval of the City Council. The seven members of the Committee represent and speak on behalf of issues concerning the health, safety and welfare of young adults, families, and elderly populations. Once the Committee has identified health and human services needs in the community, it makes recommendations to the Governing body regarding legislation, funding recommendations, policies and programs, determining priorities for program development, and advocating in the community on behalf of related issues.

#### *4. The Santa Fe Arts Commission (SFAC)*

The SFAC is an agency within the Community Services Department of the City of Santa Fe and provides leadership by and for city government in supporting arts and cultural affairs. The SFAC also recommends programs and policies that develop, sustain, and promote artistic excellence in the community. Through its work, the SFAC nurtures and supports Santa Fe's unparalleled artistic heritage. The Commission recommends to the Governing body funding for the public production of arts and cultural events in the average amount of \$1 million in funding for nonprofit arts organizations per year.

### **III. ROLE OF LEAD AGENCY**

The Community Development Division provides a continuum of services to improve the quality of life of the citizens of Santa Fe. This is done by a provision of grant funding, technical assistance, and general community planning activities in the areas of affordable housing, art, economic development, health and human services, children and youth programs. Grants are solicited from the General Fund, Community Development Block Grant, private foundations, and other State and Federal pass-through moneys.

On a regular basis, staff from the Community Development Division consults with various State, County and other governmental agencies to address issues that transcend jurisdictional boundaries. Staff representation to the Affordable Housing Roundtable, the Community Development Commission, the Economic Development Alliance, the Human Services Committee, the Mayor's Committee on the Concerns of Persons with Disabilities, the Arts Commission, and the Children and Youth Commission are from the City's Community Development Division. The Division facilitates ongoing collaboration among the various participating agencies and staff meets regularly to discuss issues of common interest and interact daily to coordinate complementing and competing efforts.



# ***CITIZEN PARTICIPATION PLAN***

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## **I. PARTICIPATION**

The objective of the Citizen Participation Plan is to ensure that low- and moderate-income Santa Fe residents have an opportunity to comment on pertinent community development and human services issues. Citizens are encouraged to participate in the planning and preparation of the *Consolidated Plan*, including amendments to the Plan and subsequent performance reports. Additional efforts are underway to reach out to low-income residents, public housing residents, consumers of supportive services, and persons with disabilities.

Historically, the public involvement process in Santa Fe has relied on information gathered from community surveys. A *Community Needs* report was created in 1990, based on the results of a community survey in which respondents were asked to identify their concerns. The City's lack of affordable housing was identified as the greatest challenge facing Santa Fe's service providers. In 1994, the City surveyed residents during the preparation of the *General Plan* update. Of all issues raised to citizens, the topic of greatest concern was Santa Fe's lack of affordable housing.

In December of 1999, staff inserted a detailed survey (also translated into Spanish) into the monthly billing to all customers of the City's sewer service. The survey was designed to build on the previous surveys and elicit citizen feedback regarding housing, economic development, human services, homelessness, and other community livability issues. As an insert, the survey reached approximately 20,000 Santa Fe households throughout the city. Data gathered from the survey were compiled and integrated into the goals, policies and objectives of the *Consolidated Plan* which were then presented to the public in subsequent public hearings for additional comment. In addition, various media including local newspapers, radio stations and other public outreach mediums carried public service announcements and other notices about the progress of the Plan, giving affected citizens ongoing opportunities to access the planning process.

In December of 2002, the survey instrument was updated and converted into an electronic format. Paper copies were distributed at several public meetings, through churches, at community events, to all library patrons, and given to client lists at Santa Fe Community Housing Trust and Neighborhood Housing Services. The electronic version was posted on the City's website and emailed to the employee list serves at the City and County governments of Santa Fe, several community groups and to the contact list of the Santa Fe Chamber of Commerce. The survey was also accessible through: [www.learning-anytime/santafe.com](http://www.learning-anytime/santafe.com). A community announcement was run for three consecutive weeks in the *Santa Fe Reporter* during March of 2003, advertising the survey and how to access it.

Staff used the information gathered from both surveys and subsequent public participation activities to ensure that the policies and programs supported by the City of Santa Fe relate to HUD's statutory goals of providing decent housing, providing a suitable living environment, and expanding economic opportunity. As a result of a comprehensive public participation process, Santa Fe's *Consolidated Plan* will be more effective at meeting community development needs, improving accountability and maximizing existing resources.

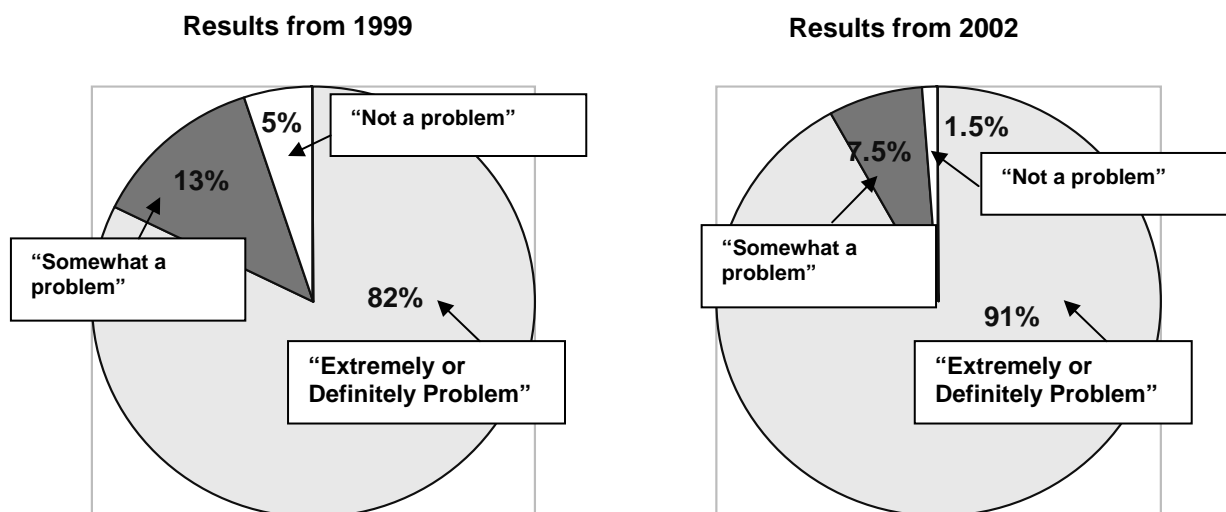
#### **A) Results from public surveys**

The surveys focused on several aspects related to affordable housing, public facilities and services, homeless services and economic development. In particular, questions were designed to elicit feedback regarding several policy and procedural options. Also, citizens were asked to rate the importance of several public services currently provided by the City. (See Appendix A for complete survey reports.)

##### *1. "Is the Lack of Affordable Housing in Santa Fe a Problem?"*

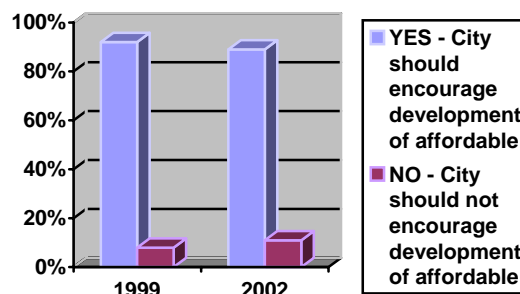
Consistent with previous surveys, citizens were concerned about Santa Fe's lack of affordably priced housing, regardless of demographic and income levels. More than four-fifths of respondents to the 1999 survey feel that the lack of affordable housing is either *definitely* (40%) or *extremely* (43%) a problem in Santa Fe. Respondents to the

2002 survey were similarly concerned about the lack of affordable housing with 36% citing it as a *definite* problem; and 55% finding it an *extreme* problem.



Four-fifths of respondents to both surveys named low household income and high real estate market values as the greatest obstacles to affordable housing. In 1999, over one-third (36%) of respondents felt that construction costs are a major obstacle to affordable housing, as did 38% in 2002. Other obstacles named include: no down payments (16% in 1999 and 23% in 2002), unavailability of building lots (14% in 1999 and 23% in 2002), limited financing (14% in 1999 and 21% in 2002), too many government regulations (13% in 1999 and 14% in 2002), and bad credit (7% in 1999 and 15% in 2002). A category that was added in the 2002 survey was water availability, to which 28% identified as an obstacle to affordable housing.

The vast majority (92% in 1999 and 89% in 2002) of respondents feel the City should encourage development of affordably priced housing. Respondents were given a list of activities or programs that the City could expand or establish and asked which they feel should be pursued. The plurality (45% in 1999 and 42% in 2002) of respondents feel the City should expand or create programs that provide access to loans and financing. For example, (38% in 1999 and



29 % in 2002) of respondents believe there should be widespread citizen representation in land use decisions, (33% in 1999 and 35% in 2002) feel there should be more home buyer counseling and (32% in 1999 and 39% in 2002) feel there should be increased residential densities to lower the costs of homes. Other frequently cited activities include: annexation to increase land availability (29% in 1999 and 34% in 2002), improve infrastructure (28% in 1999 and 37% in 2002) and streamline the approval/permitting process (25% in 1999 and 26% in 2002).

## 2. “Shelter the Homeless”

The survey asked respondents to identify whether they knew of homeless people living in their neighborhoods and to choose several options for potential program approaches for addressing the need of homeless people.

Forty percent of respondents in 2002 say there are homeless individuals or families in need living near or in their neighborhood. About two-thirds (71% in 1999 and 58% in 2002) of respondents feel the City of Santa Fe should expand homeless shelters/facilities to address the needs of the homeless, while half (54% in 1999 and 46% in 2002) feel there should be increased counseling and other human services. One-fifth (22% in 1999 and 32% in 2002) feel that the City should establish group homes in existing neighborhoods.

### **Suggestions on How City Should Address the Needs of the Homeless**

	<b>1999</b>	<b>2002</b>
♦ <i>Expand homeless shelters and facilities</i>	71%	58%
♦ <i>Increase counseling and other human services</i>	54%	46%
♦ <i>Establish group homes in existing areas</i>	22%*	32%*

\*The sum of the percentage exceeds 100% due to multiple responses.

## 3. “City Services are Important”

Each of the services listed (Fire/Police, Libraries, Public Transportation, Parks/Open Space, Community Centers) are viewed as being at least *somewhat important*, though public safety is rated as the most important service overall, as the vast majority (91% in 1999 and 83% in 2002) indicate fire and police services are *very important*. Three-in-four respondents feel libraries are *very important* and (23% in 1999 and 28% in 2002)

say libraries are *somewhat important*. Over two-thirds (73% in 1999 and 66% in 2002) of respondents say public transportation is *very important* and (23% in 1999 and 26% in 2002) say this is *somewhat important*. A majority of respondents (70% in 1999 and 57% in 2002) feel parks and open spaces are *very important*, with another (27% in 1999 and 33% in 2002) saying these are *somewhat important*. Finally, the vast majority of respondents feel community centers are either *very important* (52% in 1999 and 49% in 2002) or *somewhat important* (42% in 1999 and 39% in 2002).

#### 4. “We Care About Social Programs and other Services”

When asked to rate the importance of various human services, each of the programs listed was rated as being *very important* by at least two-thirds of respondents. Nearly four-fifths (78% in both surveys) of respondents feel youth programs are *very important* and (19% in both surveys) feel these are *somewhat important*. Just over three-quarters (77% in 1999 and 71 % in 2002) feel assistance for elderly persons is *very important* and (21% in both 1999 and 2002) say it is *somewhat important*. Child care programs (72%), family/violence counseling (71%) and assistance for disabled persons are each perceived in both surveys to be *very important* services by just under three-quarters of respondents, while approximately one-quarter feel each of these services are *somewhat important*. Two-thirds of respondents to both surveys feel substance abuse programs (65%) and mental health services (63%) are *very important* human services.

#### 5. “Job Training for Santa Fe Residents”

This section of the survey asked respondents to consider several services currently being provided by the City and to rate their importance. Once again, respondents expressed the high importance of most of the options given on the survey. Choices regarding economic development were also considered important.

Seven-in-ten respondents in 1999 and six-in-ten respondents in 2001 feel job referral/training services are very important to economic development in the area while (26% in 1999 and 25% in 2002) feel that there are somewhat important. Approximately half (48% in 1999 and 43% in 2002) feel tax incentives are very important to economic development and another 40% feel this is somewhat important. Business loans are

perceived to be very important to economic development by 39% in 1999 and 37% in 2002 of respondents, while 49% in 1999 and 47% in 2002 feel this is at least somewhat important. Thirty-five percent feel business consulting and information services are very important and 51% in 1999 and 48% in 2002 view this as somewhat important. Finally, the majority of respondents believe the availability of commercially zoned land is either somewhat important (52% in 1999 and 46% in 2002) or very important (30% in 1999 and 28% in 2002) to economic development.

## **II. CONSULTATION/COORDINATION**

### **A) Interviews with Service Organizations**

Staff from the Community Development Division completed seventeen interviews with several organizations and agencies located in Santa Fe. All of the organizations are community-based and strong advocates for their respective clients and consumers. Some of the organizations receive funding from the City. Others are active participants in various collaborative efforts among the different service providers. Many provide services that go beyond the city's jurisdictional boundaries.

Interviewees included members of the Affordable Housing Roundtable, the Economic Development Alliance, the Human Services Committee and the Children and Youth Commission. Importantly, the agencies and organizations that were interviewed speak on behalf of the consumers utilizing their services. In this way, the interview process allowed Santa Fe citizens to access and understand funding decisions and other policy making processes. Interviewees included the following organizations and agencies:

- ACCION
- City of Santa Fe, Senior Services
- Life Link/La Luz
- Mayor's Committee on Concerns of Persons with Disabilities
- Neighborhood Housing Services
- New Mexico Farmers' Marketing Association
- North Central New Mexico Economic Development District
- Salvation Army
- Santa Fe Cares
- Santa Fe Civic Housing Authority
- Santa Fe County Housing Authority
- Santa Fe Community Housing Trust
- SCORE
- St. Elizabeth Shelter
- The Enterprise Foundation
- Tierra Contenta Corporation
- WESST Corporation
- TRADE
- Youth Shelters and Family Service

Interviewees responded to questions relating to housing for the homeless, elderly and populations in need of special assistance and additional questions surrounding health and social services, economic development, infrastructure development and other non-housing topics. Information collected from the interviews is incorporated into the *Consolidated Plan's* priority needs and objectives. (See Appendix B.)

## **B) Consultation with the Santa Fe Civic and County Housing Authorities**

The City worked in conjunction with staff from the Civic Housing Authority to assess low-income housing needs. Informal consultation occurred throughout the development of the *Consolidated Plan* regarding the Authority's *Comprehensive Grant*. This helped to ensure consistency with the goals and priorities for the *Consolidated Plan* and the provision of services for public housing residents. Meetings were attended by staff from the Housing Authority and from the Community Development Division on the following dates:

- **January 15, 2003**
- **January 31, 2003**
- **February 27, 2003**

Also, City staff interviewed the Director of Planning at the Santa Fe Civic Housing Authority in detail regarding inventory and physical condition of public housing units, income and other demographic information of residents. The interview elicited information regarding program and management objectives of the Housing Authority and the extent to which they encourage homeownership opportunities for low- and moderate- income citizens.

The City will continue its efforts to include the County Housing Authority in the implementation of future housing policies. At this time, the County has successfully rehabilitated and converted several public housing units into owner-occupied units. A resolution was passed in late 2002 and early 2003 by the City Council and County Commission, respectively, which outlines a regional planning process for developing an affordable housing strategy. The resolution will be considered for approval on April 2, 2003 by the Regional Planning Authority.

### **C) Consultation with the Members of the Affordable Housing Roundtable**

Also, as part of consulting with relevant community agencies, staff from the City and the Enterprise Foundation discussed funding and program issues relating to the *Consolidated Plan* during meetings of the Affordable Housing Roundtable. Affordable Housing Roundtable meetings that included discussion about the *Consolidated Plan* were held on the following dates:

- **November 1, 2002**
- **January 10, 2003**
- **February 7, 2003**
- **March 7, 2003**

## **III. PUBLICATION OF MATERIALS**

The City of Santa Fe published the *Consolidated Plan* including information regarding the amount of assistance that participating agencies expect to receive and a description of the range of activities that may be supported. The estimated amount of funding that will benefit citizens of low and moderate income is clearly identified. The Plan in its entirety is available at the public libraries, the Genoveva Chavez Community Center, and upon request through the City of Santa Fe Community Development Division.

### **A) Distribution of the Summary**

A summary of the Plan, including the results from the Citizen Participation Plan, was distributed through several means. Emphasis was placed on detailing the results of the public survey and describing how citizens can access the *Consolidated Plan* and participate in further public hearings. Other methods of distribution included:

- Making available copies of the summary at the Public Library and by request through the Community Development Division;
- Linking the Plan to the City of Santa Fe website;
- Distributing copies of the Plan to selected stakeholder agencies.

## **IV. PUBLIC HEARINGS**

Throughout the preparation of the *Consolidated Plan*, public hearings and meetings provided opportunities for maximum public input. Several meetings of the Community



Development Commission were held for the purposes of addressing Santa Fe's housing and community development needs. City staff provided information regarding the City's ongoing public participation activities to members of the Commission on a regular basis. Over the course of several months, citizens had the opportunity to attend these meetings to discuss the development of proposed activities outlined in the *Consolidated Plan*. Public meetings that addressed the *Consolidated Plan* were held on the following dates:

- **October 26, 2002**
- **December 13, 2002**
- **January 28, 2003**
- **February 25, 2000**
- **March 25, 2003**
- **April 29, 2003**

In addition, three public hearings were held to present the *Consolidated Plan*, the third of which took place after a 50-day comment period. All hearings were held during evening hours in downtown Santa Fe, within easy walking distance of a central bus stop. The meeting rooms are accessible to persons with disabilities and accommodations for the hearing impaired are available. The City provides Spanish translators upon request. Hearing dates were as follows:

- **April 14, 2003**
- **May 5, 2003**
- **May 14, 2003**

The final public hearing on May 14, 2003 was televised on the local public access channel. Minutes from the hearings are provided in Appendix C.

## **V. PUBLIC NOTICE**

The primary objective of the Citizen Participation Plan is to maximize citizen involvement. Throughout the process, the City provided adequate advanced notice regarding the times and dates of public meetings and hearings. In addition, all notices were designed to elicit citizen input by providing detailed information regarding the content of the meeting. Most importantly, all public notices outlined various options

through which citizens could participate, including attending public meetings, testifying at public meetings, submitting written comment to the Community Development Division, and discussing proposed activities with community based service providers and neighborhood groups. Notice was given through the following:

- Publishing notice of meetings and hearings in local newspapers, including the *Santa Fe New Mexican*, *Journal North*, and *The Santa Fe Reporter*;
- Conducting interviews with reporters;
- Linking a schedule of meetings and hearings that concern the *Consolidated Plan* on the city's website.

City staff conducted a public relations campaign to disseminate information through press releases and other contact with local press regarding the results of the public survey. Any such contact contained reference to the dates and times of public meetings and hearings and provide contact information for submitting comments to City staff. (See Appendix D.)

## **VI. CITIZEN COMMENT**

All comments received from affected citizens, other public, private and non-profit agencies and other interested parties were considered before the final *Consolidated Plan*, any amendments or performance reports were submitted to the Department of Housing and Urban Development. Staff processes all comments in a three-step process by 1) identifying the issue; 2) documenting the complaint; and, 3) describing the action taken by the City in response to the comment.

The 50-day comment period for the final draft of the *Consolidated Plan* lasted from **March 28, 2003 through May 14, 2003**. No comments were received during this time. Any comments received at the final public hearing on May 14, 2003 can be found on Appendix C.

## **VII. AMENDMENT PROCESS**

The criteria for determining an amendment to the *Consolidated Plan* relates to how a proposed activity upholds HUD's statutory goals of providing decent housing, a suitable living environment and expanded economic opportunities to persons of low and moderate income. Any proposed amendment to the *Consolidated Plan* must be considered when the jurisdiction:

- Decides to change allocation priorities or its method of distributing HUD funds;
- Uses entitlement funds for an activity not originally proposed in the Plan; and,
- Changes the purpose, scope and beneficiaries of an activity.

Substantial amendments to the *Consolidated Plan*, (over \$20,000), require a formal citizen participation process, as per HUD's Consolidated Plan regulations, § 91.105 which states that a citizen participation plan is required unless a plan that complies with § 104(a)(3) of the Housing and Community Development Act of 1974 has previously been adopted. The plan is then reviewed by the Community Development Commission. A 30-day comment period between the proposal of the amendment and implementation into the *Annual Action Plan*. Citizens are given reasonable notice of public meetings and opportunity to comment. Any comments from citizens must be considered and any summary of these views and rationale why or why not they are accepted attached to amendment. The Community Development Commission periodically recommends proposals to the City Council to address changes in the City's community development needs and objectives and CDBG administrative activities.

## **VIII. ACCESS TO RECORDS/AVAILABILITY TO PUBLIC**

As adopted, the *Consolidated Plan* is available to interested citizens and organizations, including being accessible to Spanish speakers and people with special needs. The City will provide reasonable and timely access to copies of the Plan, any amendments, and performance reports. In addition, a complete file of citizen comments and summary will be available to the public at the Community Development Division.

## **IX. TECHNICAL ASSISTANCE**

The City's Community Development Division provides technical assistance to groups representing citizens of low and moderate income that seek to develop proposals for funding assistance. Once staff assesses whether the applicant's activities are covered by the *Consolidated Plan*, the applicant is encouraged to work in collaboration with existing agencies in the community.

## **X. COMPLAINT PROCESS**

All published materials related to the *Consolidated Plan* include the names and contact information for the appropriate staff liaison. The City's Community Development Division addresses all inquiries, grievances and complaints from the public in a reasonable and timely way. In the event that the complaint is not satisfactorily resolved, the issue will be deferred to a public meeting and heard by the Community Development Commission. The City will provide a substantive written response to every written citizen complaint within 15 working days.

## **XI. ANTI-DISPLACEMENT**

The goals and objectives of Santa Fe's *Consolidated Plan* are specifically designed to minimize or eliminate the displacement of any low-income persons by supporting activities and programs that increase housing and job opportunities and prevent the gentrification of existing neighborhoods.

# **STRATEGIC PLAN**

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## **Section One – HOUSING**

### **I. BACKGROUND AND TRENDS**

Santa Fe's rich multi-cultural heritage and historical traditions are evident in its diverse lifestyles, architecture, art, cuisine and celebrations. Add a small town flavor, a mild climate, and abundant recreational opportunities in its surrounding areas, and Santa Fe is an extremely desirable place to live and visit. One result of Santa Fe's attractiveness has been an explosive rise in housing costs. Since 1995, the median home price in the city rose 43% (adjusted for inflation) as of December 2002. Coupled with a regional economy that is reliant on lower wage service sector and government jobs, and a cost of living that is 13% higher than the national average, the price of housing is out of reach of many middle-income and most low-income Santa Fe families. More significantly, housing options for Santa Fe's working poor, the homeless and the poor elderly are extremely limited.

Reflecting almost a \$60,000 increase during the 1990's, home sales figures jumped \$10,000 per year during the early part of the decade in Santa Fe. Throughout 2002, median home sales prices were 58% higher in Santa Fe at \$249,450 compared to the national median sales price of \$158,000. Only because of the City's proactive involvement in the housing market and its comprehensive approach to affordable housing development, has the escalation of home prices been slowed. In fact, the City demonstrates a historical and ongoing capacity to implement a variety of programs to address the need for more affordable housing in Santa Fe.

#### **A) History of Santa Fe's Affordable Housing Needs**

For the last several decades, Santa Fe's affordability in terms of its housing prices and cost of living has soared, threatening the ability of many moderate income residents to remain in the city. In response to this growing trend, the City of Santa Fe's Community Development Division has initiated several studies, the findings from which provide the

rationale for many of the City's innovative and effective housing efforts. In October of 1983, the Mayor's Task Force on Affordable Housing published a final report with the following findings:

- While household income in Santa Fe increased 2 ½ times between 1970-1982, the average selling price of a single family home increased 5 times.
- The 1982 average selling price for a single family home in Santa Fe was \$105,000, a price that only 8 percent of Santa Fe's 18,000 households could afford.

In 1987, a Housing Survey was conducted to determine housing needs and current housing inventory in Santa Fe. At that time, it was determined that an affordable house for middle income families was priced between \$50,000 and \$83,500. The 1987 market projections indicated that there were no planned developments for the \$75,000 to \$83,000 price range. This data further showed that there was a minimum need for approximately 433 units below \$70,000 between 1987 and 1989. The conclusion was obvious: most middle income households could not participate in the housing market. The primary cause, first identified in 1976, was the high cost of a developed lot and Santa Fe's higher construction costs which were 12-20% higher than Albuquerque.

By the late 1980's, a growing percentage of Santa Fe residents were renting their homes rather than owning them. From 1984 to 1987, the percentage of home owners fell from 67% to 63%. In addition, the median sales price of a home increased almost \$36,000 while median income from 1984 to 1990 only rose \$3,000. By 1991, the median sales price for a single family in Santa Fe was approximately \$132,000 and the median income for a family of four was \$27,200. Over 75% of the wage earners in Santa Fe could not afford to buy a median-priced house.

The rental situation in the late 1980s was also dismal for many Santa Fe families. A family of four earning \$13,600 was considered a very low-income household. By allowing 30% of income to be used for housing, any household paying in excess of \$340 per month would be cost burdened. With the average 1990 fair market rent at about \$600 for a two-bedroom rental, 35.1% of the city's total households were severely cost burdened when forced to rent on the open market. All data from the 1980s and early 1990s could be summarized with three findings:

1. 54% of households were paying over 25% of their incomes for housing.
2. 26% were paying over 30% of their incomes for housing.
3. There was a need for over 1,000 rental units costing less than \$350 a month.

In 1995, the *Report for a Proposed Affordable Housing Ordinance* showed that more than half of the new market-priced units built in Santa Fe were single-family detached homes with an average of 3.5 bedrooms selling for \$269,000 each. Slightly under one-in-three of the new market rate units was a garden home with an average of 1.5 bedrooms valued at \$160,000 each, and slightly over one-in-six of the market rate units was a townhouse with an average of 2.5 bedrooms, selling for \$160,000. Since median household income in 1995 was \$36,795, the cost of Santa Fe's housing was out of the reach of many residents. The findings from these studies prompted community leaders to discuss strategies to alter these trends.

## **B) History of Santa Fe's Affordable Housing Initiatives**

In 1991, the City, the Enterprise Foundation and community housing organizations developed an ambitious agenda to address affordable housing needs by creating the *Strategic Housing Plan for Santa Fe*. The Plan was formally adopted by the City Council in 1992. Simultaneously, the city initiated the *Santa Fe Affordable Housing Roundtable*, a consortium of housing organizations dedicated to the creation of affordable housing in Santa Fe. The City has provided funding, technical assistance and low-cost land to Roundtable members thereby helping them build their capacities to provide affordable housing and other housing related services.

### **Accomplishments of the Santa Fe Affordable Housing Roundtable (1992-02)**

- Built over 730 affordable homes;
- Financed 1,550 low-cost second mortgages for existing homes;
- Repaired/renovated/winterized 3,045 homes;
- Acquired or built over 500 below-market rentals;
- Created over 90 housing units for households and individuals with special needs;
- Created 190 emergency shelter beds;
- Provided home ownership training for over 5,400 first time homebuyers.

Since 1992, the City has spent nearly \$3.5 million on administrative contracts and technical assistance to members of the Roundtable. The City also spent \$8 million

(both general and CDBG funds) that resulted in over \$500 million leveraged in affordable housing investment from private and public sources. This included \$30 million in Mortgage Revenue Bonds. At the same time that the Roundtable was formed, the City took another major step towards providing affordable housing by investing \$6 million in the purchase of an 860-acre tract of land on the outskirts of Santa Fe that became the Tierra Contenta development. The Tierra Contenta Corporation (TCC) was established as a nonprofit to steer the planned development of 5,800 homes and apartments, along with open space and compatible commercial and public uses. At least 40% of the units are required by mandate to be priced affordably for residents at 80% or less of Santa Fe's median income. To date, over 1,230 single and multi-family units have been completed in three phases and construction is beginning on the fourth, encompassing nine new neighborhood subdivisions.

By taking these initiatives, the City addressed two major issues: 1) sprawling, poorly planned new housing developments, and 2) the rapidly escalating cost of buildable residential land. Financial support from the U.S. Department of Housing and Urban Development (HUD) funded a majority of the early planning and technical assistance efforts. The Federal HOME Program and Low-Income Housing Tax Credits (LIHTC) provided low-cost capital that leveraged more traditional investments. The McCune Charitable Foundation, the Pew Charitable Trust and the Enterprise Foundation contributed capacity-building grants for capital for the early, high-risk investments associated with new housing development projects.

The City provided land to non-profit housing developers in exchange for housing services. The City, in partnership with the Enterprise Foundation, provided technical assistance to housing non-profits by helping develop business plans, identify funding, and create housing programs.

A new source of funding for affordable housing efforts was created in 1994 with the City Council's approval of the *Affordable Housing Trust Fund*, a separate entity that receives donations from developers of market rate housing. The trust fund was launched by a



\$225,000 donation made by a developer of a high-end Santa Fe subdivision. In 1993, Santa Fe County directed a half million dollar developer contribution to the Roundtable. The trust fund is administered by the Santa Fe Community Housing Trust and funds are made available to members of the Roundtable to support affordable housing development. Currently, any fees-in-lieu generated by the Housing Opportunity Program (HOP) go into the Trust Fund. To date, that amount exceeds \$160,000. Since its inception, the fund has dispersed approximately \$1,960,000 to nonprofit developers for the creation of 184 units of affordable housing.

### **C) Ongoing Affordable Housing Initiatives**

Currently the City works closely with non-profit housing providers, other governmental agencies and market rate developers to implement several successful housing programs.

#### *1. Building Permit and Impact Fee Waivers; Reduced Utility Expansion Charges for Water Meter Services*

The City has adopted several policies that waive, reimburse or reduce various fees and charges for the development of affordable housing.

- a) Resolution No. 1994-96 waives standard building permit fees for nonprofit affordable housing developers. It also reimburses these fees for profit builders after the developer certifies the sales price, size of the unit, size of the household and household incomes meet affordable standards.
- b) Section 14-9.3(c)(4) SFCC 1987 (Capital Impact Fee) exempts affordable housing from capital development impact fees for nonprofit affordable housing developers and reimburses for profit developers after the developer certifies that the sales price, size of the unit, size of the household and household incomes meet affordable standards.
- c) Section 14-8.11 SFCC 1987 (Inclusionary Zoning Ordinance) waives plan submittal fees for annexation, rezoning or subdivisions for low-priced housing developments (those in which 70% of the units are affordable) and waives building permit fees for low priced units (those affordable to households earning less than 80% of median area income).

- d) Ordinance No. 2000-01 reduces the utility expansion charge for a meter service for a low priced dwelling unit (those affordable to households earning less than 80% of median income) to \$800 (compared to the standard charge of \$2,000).

## 2. *Fair Housing*

Fair housing is a right established through federal, state and local laws. The City of Santa Fe certifies compliance with federal and local fair housing laws to meet HUD's goals of ensuring equal opportunity and equal treatment for all citizens. In 1999, the city passed an ordinance to protect citizens from discrimination in housing and in the sale of real estate in the city due to race, color, religion, gender, sexual orientation, familial status, disability, national origin or ancestry. The City's primary fair housing activities include: administering a Fair Housing Initiatives Program (FHIP) grant received from the Department of Housing and Urban Development (HUD), implementing a comprehensive fair lending program, and mitigating impediments to fair housing as identified in the 1996 *Analysis of Impediments to Fair Housing*. Additionally, the City must undergo regular fair housing reviews by HUD.

The City is responsible for providing outreach and education regarding fair housing and fair lending, as per the FHIP funding, which was recently granted for a second consecutive year of funding. The grant supports several activities to ensure that citizens have a clear understanding of the issues and what to do if they experience discrimination, and focuses outreach on the Spanish-speaking, immigrant community. Activities include: organizing a Housing Opportunity Fair to provide information to renters and homebuyers in the immigrant community, providing informational workshops, and undertaking a community outreach campaign.

To implement this project, the City subcontracted with Somos Un Pueblo Unido (through its fiscal agent, People of Color AIDS Foundation), northern New Mexico's only immigrant rights advocacy group, and Neighborhood Housing Services. Also as part of this project, the City offers training and education to landlords, real estate professionals, lenders, and other members of the housing industry regarding fair housing and fair lending rights and responsibilities.

Another growing issue is related to discriminatory mortgage lending practices, whereby residents, considered “high risk” by traditional underwriting standards are offered loans with exorbitant interest rates, without regard to their ability to make the payments. The City’s ongoing approach to addressing this problem is through the continued support of homebuyer counseling services and non-profit financial assistance programs, such as those currently offered by Neighborhood Housing Services and the Santa Fe Community Housing Trust. However, a recent study completed by the National Community Reinvestment Coalition (NCRC) shows that subprime lending rates are increasing steadily, with a disproportionate impact on minority neighborhoods. The study recommended the implementation of a media outreach campaign and increased consumer counseling for victims or potential victims of predatory lending. In response, Community Development staff is proposing a budget increase from the City’s general fund to implement a fair lending project with the goal of increasing access to affordable credit to underserved neighborhoods and to stem the tide of potentially predatory lending. The project would involve the City, its nonprofit partners and local lending institutions.

The City works constantly to mitigate impediments identified by the *Analysis of Impediments*, first completed in 1996. The study identified six impediments including:

1. Absence of Fair Housing programs within the City;
2. Shortage of affordable housing for low- and moderate-income people;
3. Zoning restrictions that limit the placement of group homes;
4. Lack of compliance by print media to adhere to fair housing standards;
5. Failure of local lenders to invest in low-income and minority areas; and,
6. Displacement of indigenous Hispanic populations.

For a detailed description regarding actions taken by the City to address these impediments and an analysis of the impact of the City’s actions, see Appendix E.

### *3. Fast-track Approval*

This reduces processing time for new developments that will provide affordable housing. Developments in which at least 25% of the development meets City criteria for

affordability may request simultaneous preliminary and final subdivision review. They are also given priority in the development review and permitting processes. Developers must have a proven track record for successful completion of projects and evidence of having satisfied the city's performance criteria.

#### *4. Homebuyer Education Programs*

Homebuyer education is offered by two of the nonprofit housing agencies – the Santa Fe Community Housing Trust and Neighborhood Housing Services of Santa Fe, Inc. The classes are taught over a series of evenings and weekends and provide information on personal budgeting and the home buying process, including how to apply for a loan, the tax benefits of owning a home, foreclosure prevention, and home maintenance. The nonprofits also bring in representatives from banks, real estate agencies, county government (tax assessors), and the construction industry to provide additional information. In recent years 500 to 600 future homebuyers have taken the class each year. If necessary, clients are referred to credit counseling. These programs have been developed and are taught in accordance with accepted principles of the Federal National Mortgage Association (Fannie Mae).

#### *5. Santa Fe Habitat for Humanity*

This program, in accordance with Habitat for Humanity International principles, is a sweat-equity home building program. Habitat offers 20 year, 0% mortgages to income qualified clients who earn between 30 – 50% of the area median income. Potential homebuyers are also required to complete homebuyer training so that they understand budgeting, the tax benefits of owning a home, foreclosure prevention, and home maintenance. The organization manages the construction project, and the new homeowner must contribute 500 hours of “sweat-equity” to build their future home. Additionally, every Habitat project uses a team of community volunteers as another way to bring down construction costs and mobilize community support and assets for affordable housing.

Currently, Habitat is working on an ambitious three-year strategic plan that includes completing twenty-four homes during the three year period. In 2001-2002, Habitat started a new home every two months, including its annual “Women’s Build” home constructed solely by volunteer teams of women. Also in 2001-2002, the organization opened the “ReStore” where slightly used or surplus construction materials are available for sale. This very successful program helps lower construction costs and also reduces the flow of material into the landfill.

#### *6. HOME Investment Partnerships Program*

This program was initiated in 1993 with \$300,000 granted in the first year and \$165,000 awarded in 1994-1995. The New Mexico Mortgage Finance Authority awarded \$450,000 to the City for building a residential/treatment facility for the chronically mentally ill and rehabilitating a run-down motel into a supportive housing site for homeless persons in transition. During 2002, City staff assisted Accessible Space Inc. (ASI), a nonprofit developer, with an application to the New Mexico Mortgage Finance Authority (MFA) to receive HOME funds. The application proposed to use HOME funds, in conjunction with a Section 811 loan, to construct a 20-unit, affordable project for adults with severe, mobility impairments and brain injuries. MFA approved the application in July of 2002. This project will provide much needed, affordable housing for people with physical disabilities. The non-profit housing agencies also directly access HOME funds for down-payment assistance, home-owner rehabs, tenant-based rental assistance to help the most needy homeless to the working poor move into decent, safe and affordable homes. The City will pursue HOME funds for each year covered by this Plan.

#### *7. Land-to-Home Builder Program*

This program is offered by Neighborhood Housing Services of Santa Fe, Inc., to assist low-income individuals or families (those earning 80% or less of the area median income) who are landowners to build homes at a reduced cost. Assistance includes: drafting of site plans, elevations and schematics; obtaining necessary building, electrical and mechanical permits; on-site construction management; assistance with construction

techniques; and with general understanding and accomplishing the construction process. A construction manager oversees all phases of the construction and NHS manages the financing process.

The program encourages the tradition of owner-built homes in Santa Fe by helping landowner/builders obtain construction and permanent financing including loans from private lenders and the NHS revolving loan fund. In addition, the homeowner is advised regarding land cost containment measures and alternative building techniques. NHS will also create and maintain a lending library of materials that will provide relevant information for landowners interested in building a home.

#### *8. Home Improvement/Homeownership Success Program*

This program assists with the rehabilitation of owner-occupied homes. Neighborhood Housing Services of Santa Fe's (NHS) program, entitled "Home Improvement Program" offers loans to rehabilitate substandard housing units in order to bring the units into compliance with HUD's Housing Quality Standards. The program provides loans for emergency home repairs when there is an immediate threat to the homeowner's health and safety and manages escrow accounts. NHS is responsible for rehabilitating 30 units per year, as well as 10 emergency rehabilitation projects per year. Four hundred seventy-five homeowners have been assisted to date. NHS receives financial assistance from CDBG funds which are added to a revolving loan fund maintained specifically for home rehabilitation loans. In addition to this service, NHS provides counseling to prospective loan clients from initial inspection of homes through actual loan financing.

Another part of this program is a new education curriculum for homeowners, "The Hands-On Home Repair." This workshop series offers one-night classes for homeowners covering topics such as basic electrical system repair, basic plumbing tips, water-wise landscaping and tips on making homes more energy-efficient. More than 250 households per year attend these classes.

#### *9. CDBG Program Income Account*

Independent from the revolving loan fund, NHS administers a CDBG Program Income Account. Funds from this account are used for CDBG eligible activities such as the Land-to-Home Builder program, home buyer assistance programs, infrastructure and land acquisition activities.

#### *10. Inclusionary Zoning Ordinance and the Housing Opportunity Program (HOP)*

This initiative by the Community Development Division creates affordable housing by establishing a mandatory program to include affordable homes in all new market-rate and high-end residential developments. The ordinance requires that a certain number of the new homes are set aside for low to moderate-income households and priced according to the incomes of the future homebuyer. In addition to creating new units, the program also serves to economically integrate more Santa Fe neighborhoods.

If all the homes in a planned development are priced above \$270,750 (based on current market values) for homeownership units and \$1,700 per month for rental units, the developer is required to build a percentage of units affordable to a family earning 65% of median income. The City holds the difference between this price and the market price as a lien on the property. In exchange for building the affordable homes, the developers are allowed to build an equal percentage of more “high-end” homes (a “density bonus”). City staff updates these income requirements annually as stipulated by the ordinance guidelines. The Santa Fe Community Housing Trust and Neighborhood Housing Services can both qualify HOP homebuyers but SFCHT has the responsibility of managing the liens created. When a developer's obligation is less than a whole unit, the fractional amount may be accounted for with a fee-in-lieu that is paid to the Affordable Housing Trust Fund for the benefit of the Affordable Housing Roundtable.

#### *11. Land Trust/Land Lease Program*

Administered by the Santa Fe Community Housing Trust, this program allows the ownership of a parcel to be held in a land trust that is managed by the organization. The homebuyers sign limited-appreciation contracts to assure long-term affordability

and must be eligible participants of SFCHT's homebuyer education program. By taking the cost of the land out of a home sales price, this mechanism saves homebuyers approximately \$35,000 to \$40,000 in housing costs and has been especially effective for families earning 50% or less of median income. Currently, the land trust contains seven lots of City-owned land, three of which are sub-leased to Habitat of Humanity, and the value of these leases is traded to the City for the provision of housing services. The land trust also includes 64 additional parcels acquired by the SFCHT, which are then leased to clients.

#### *12. Landlord/Tenant Hotline*

This service provides advice, counseling and mediation services to renters and landlords. Since its inception in 1994, the Landlord/Tenant Hotline answers approximately 300 calls per month and holds 6 workshops annually. The focus of the workshops is to educate landlords and tenants about the *Uniform-Resident Owner Act* and to give practical advice for resolving related disputes. The hotline (983-8447) is administered by the New Mexico Landlord/Tenant Hotline and is housed in the Santa Fe Civic Housing Authority's facility at 664 Alta Vista Road.

#### *13. Low-Income Housing Tax Credit Program*

This program provides federal income tax credits to individuals or organizations that develop affordable housing through either new construction or acquisition and rehabilitation. To date, nearly 1,400 units have been built with funding from this program, more than one-quarter of all apartments in the city. The most recent addition is a 120-unit project for seniors called Ventana de Vida. Other projects include the Mountain View Apartments, Cedar Creek Apartments, Evergreen Apartments and San Raphael Apartments. The Tuscany at St. Francis was built in conjunction with the non-profit arm of the Civic Housing Authority. Vista Linda, Paseo del Sol and The Bluffs are all located in Tierra Contenta.



#### *14. Mortgage Revenue Bond Program*

This program provides mortgages at below market-interest rates to qualified first-time homebuyers. In 1995, the state of New Mexico authorized the City to issue \$30 million in tax-exempt mortgage revenue bonds in \$10 million dollar increments over three years. The bonds financed over 250 mortgages. Some of the money was reserved for families whose incomes are less than 80% of the area median. Some of the initial bond fees were paid from a HUD Special Purpose Grant of \$1.5 million, awarded to the City. The program was administered by the Santa Fe Community Housing Trust. The Housing Trust certified that the clients met eligibility requirements and then worked with eight area mortgage lenders to provide the mortgages. Santa Fe is the only city in New Mexico to issue its own mortgage revenue bonds. In the future, the City will consider another mortgage revenue bond program as needs for downpayment assistance continue rising.

#### *15. Reverse Mortgage Program for the Terminally Ill and Elderly*

This is an innovative, interest-free program offered by the SFCHT. A person living with HIV or AIDS or any other life-threatening illness or a very-low income, frail elderly person may receive money from the equity in his or her home to pay medical bills, first mortgage payments or other expenses. The loan is repaid if the home is sold or placed in another person's name. Besides certifying that the person has a terminal illness, he or she must earn no more than 80% of the area median income. This is the only program of its type offered in northern New Mexico and SFCHT staff reports a growing need for this type of financial assistance.

#### *16. Shelter Plus Care Rental Assistance*

This program is funded through three grants from HUD's Shelter Plus Care program. Rental assistance for the mentally ill is administered by Life Link/La Luz to help mentally ill persons who are homeless. La Luz uses a second grant to provide project-based assistance for people living in units at the facility and needing more support and access to services. The SFCHT operates a rental assistance program for people with HIV/AIDS. Up to 50 people receive monthly assistance each year. Clients must be

homeless or in danger of becoming homeless and earn less than 50% of the area median income.

#### *17. Homebuyer Assistance Program*

Neighborhood Housing Services, the Santa Fe Community Housing Trust and Santa Fe Habitat for Humanity offer downpayment assistance in the form of soft second mortgages to first time homebuyers. Habitat's soft seconds are funded through the organization's private fundraising and are not capped. The mortgages offered through NHS and SFCHT assist with the acquisition of newly constructed homes or existing homes and loans are offered with no interest. The loan is repaid upon the sale of the home. Approximately 30 families receive assistance through these programs on an annual basis. The programs are funded through CDBG allocations and each program has a maximum loan amount. For 2002, the amounts were \$10,000 for the *Homebuyer Assistance Program*, administered by NHS for a total of \$180,000, and \$15,000 for the *Soft-Second Mortgage Program*, administered by SFCHT for a total of \$80,000.

#### *18. Tenant-to-Homeowner Programs*

These programs assist homeless people make the transition to permanent housing. The Santa Fe Community Housing Trust helped St. Elizabeth Shelter develop eight transitional homes for formerly homeless people within the Arroyo Sonrisa subdivision in Tierra Contenta. In addition, St. Elizabeth's operates nine units located near Paseo del Sol and Jaguar Drive and Casas Cerrillos, a 20 unit transitional facility in a former motel. The goal of the program is to offer housing to qualified clients for up to two years while helping them to make the transition to home ownership and/or permanent housing. The program includes family counseling, home-ownership education, and special programs for children. These services are offered in collaboration with other non-profits. Families have up to two years in the program to save their money, improve their skills, and acquire permanent housing.

## *19. Annexation Agreements*

Staff from the Community Development currently works with landowners in areas that could potentially be annexed by the city. Through discussions with landowners and by providing community planning assistance, the City encourages these areas to plan for mixed use, mixed income development. In the annexation agreements, the City may designate what percentage of the new residential development must be affordable housing. Furthermore, the City encourages higher residential density in these areas resulting in a larger population base to support local economic development, as well as reduce per unit infrastructure costs. The City's objective is to ensure that future annexed areas have a mix of uses, reducing residents' needs to commute to other parts of the city.

Current areas being considered for annexation include an area south of the Villa Linda Mall where approximately 720 acres of vacant land exist between Villa Linda Mall and Interstate 25. The City Council recently approved an amendment to the Future Land Use Map of the General Plan, paving the way for an application to annex and rezone the property. An adjacent parcel, covering 146 acres, was annexed in 1997 and is currently being developed as the Nava Adé subdivision. Approved in 1996, the development is planned as a mixed-use and mixed income community and will have a build out of nearly 500 dwellings. The developer committed to provide 35% of the homes at prices affordable to families earning between 65% and 80% of median income.

## *20. Financial Fitness for Life*

Since 2000, Neighborhood Housing Services of Santa Fe has provided Financial Fitness for Life education workshops and counseling to 251 Santa Feans. The goals of the Financial Fitness for Life project are to provide educational services to 100 families each year to help them improve their financial life skills and to help new homeowners protect the equity in their homes. The workshop focuses on the following: assessing one's financial situation and setting goals, developing a workable budget, understanding credit scoring and ways to repair and/or improve credit, creating a debt-reduction plan,

and learning ways to save and evaluate spending in order to meet personal financial goals. Counselors also work with participants on a one-on-one basis to help them develop a financial action plan to improve their credit, reduce debt and accumulate wealth over their lifetime.

## **D) Affordable Housing Developments in Santa Fe**

The following residential developments contain affordable housing made possible through the City's support and agreements reached with developers.

### *1. City Assisted Housing*

- 1) Las Acequias: annexed by the City in the early 1980s, this subdivision contains 48 affordable housing units built by SFCHT and NHS. In addition, the SFCHA has several voucher rental units and a tax credit project on site.
- 2) Rosario Compound (Pueblo Hermosa): a 45-unit condominium complex acquired by SFCHT through bankruptcy of the former owners and re-sold as affordable units. There were so many potential buyers that a lottery was held to select the participants.
- 3) Tierra Contenta: acquired and master planned by the City, the Tierra Contenta development is managed by a non-profit corporation. The first phases of development have resulted in the construction of nearly 900 completed single family homes and 350 tax credit apartments. Forty percent of the for-sale units are priced to be affordable to buyers earning between 68% and 80% of median income. NHS and SFCHT have built over 80 homes, both as entire subdivisions and single projects in larger subdivisions. Habitat for Humanity built four homes in 2002 and is just beginning five new homes, with plans for a sixteen lot subdivision of their own. Finally, St. Elizabeth Shelter manages an eight unit transitional housing facility.
- 4) La Cieneguita: developed by the SFCHT, this 88 single-family subdivision includes a 32-unit multi family compound for low-income seniors and a planned day-care facility.
- 5) Casas Escuderos: a project completed by Habitat for Humanity, these five single family homes are made of adobe and built in large part by the owners themselves.
- 6) Ephriam Street: a three home project by Habitat for Humanity on city-owned land leased to SFCHT then sub-leased to Habitat and finally to the Habitat homebuyer.

### *2. Developer Provider Affordable Housing*

The projects were developed before the Housing Opportunity Program was adopted as a result of negotiations with individual developers. Often the agreements stipulated that at least 25% of the homes constructed would be affordable. In turn, the developer

received a refund of certain development approval fees and the approval process was fast tracked. Some of these projects include:

- 7) Nave Adé: the developers committed to providing at least 35% affordable units to families earning between 65% and 80% of area median income.
- 8) Ridgeview: six homes in this 28 home subdivision were affordable.
- 9) Vista del Prado: 12 out of 38 townhomes were sold as affordable units.
- 10) Carlos Rey del Sur: the developer provided 13 affordable units in this 67-unit subdivision.
- 11) Villa la Paz: a planned unit development of 93 single-family homes, 31 affordable homes.

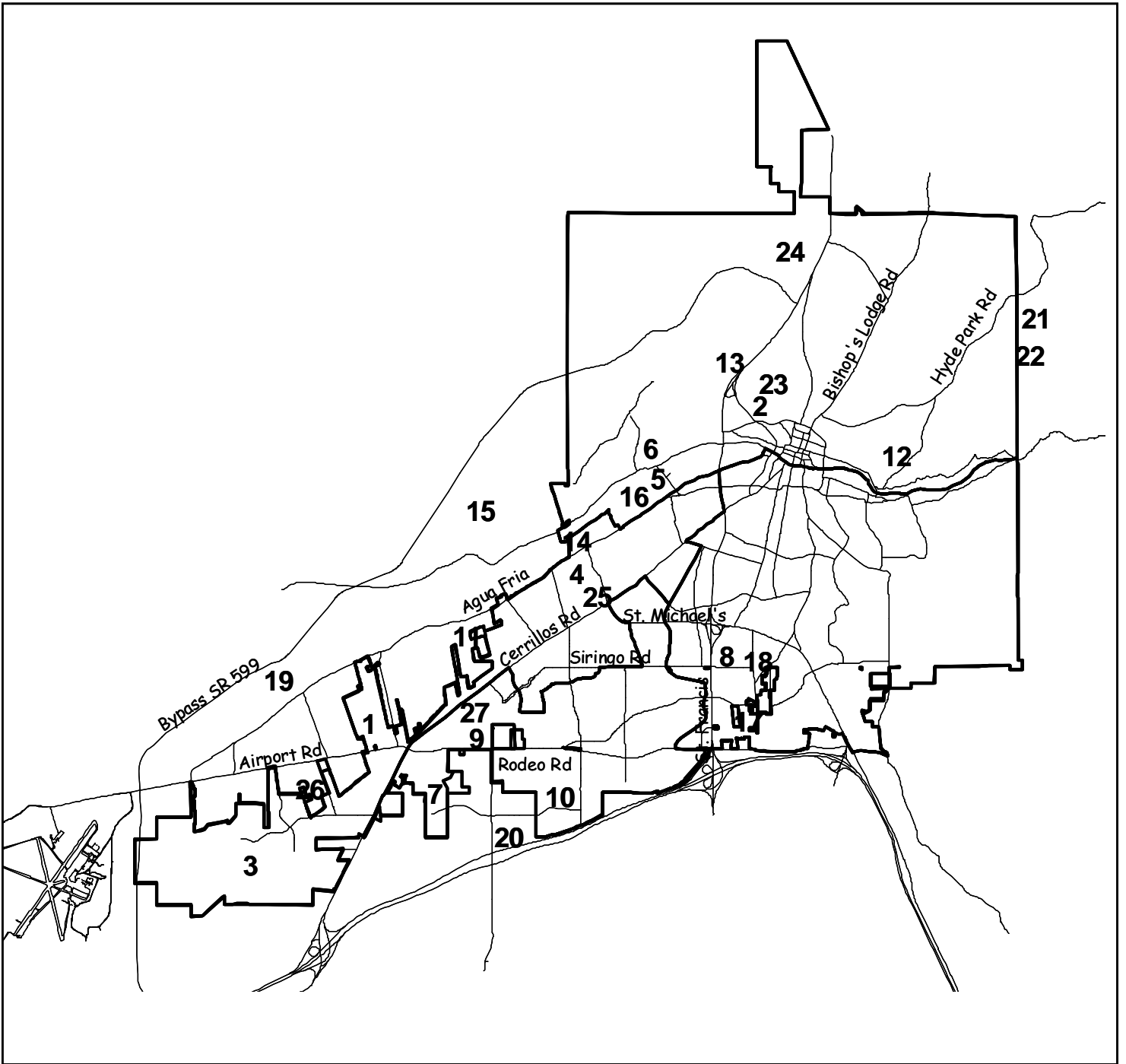
### 3. Inclusionary Zoning

Since the adoption of the Inclusionary Zoning Ordinance in 1998 all higher-end residential projects have an obligation to provide a percentage of the homes to qualified buyers at affordable prices. Projects that have or will be building HOP homes include:

	<u>Project</u>	<u>Year</u>	<u># of homes</u>
12)	Portales Vista	1999	1
13)	Zocalo	2001	31
14)	Ferguson Acres	2000	2
15)	Tessera	2001	8
16)	Villa La Canada	2002	2
17)	El Camarico	2002	1
18)	Medrano Estates	2002	1
20)	Sol Y Luna	2002	1
21)	Mission Viejo	2002	2
22)	Tesuque Creek	2002	2
23)	High Summit	2002	3
24)	Rosario Condominiums	2002	3
25)	<u>Santa Fe Estates</u>	<u>2002</u>	<u>8</u>
	<b>Total</b>		<b>63</b>

The HOP also has provisions for developments, designated as a "Type A" in which the average of 70% of the homes have a selling price that averages the City's target affordable price. To date one has been completed and three are proposed, including:

26)	Lugar de Descanso	2000	5
27)	Jaguar Village	2002	30
28)	<u>Kachina Ridge</u>	<u>2002</u>	<u>42</u>
	<b>Total</b>		<b>77</b>



### Affordable Housing in Santa Fe

## **II. DEMOGRAPHIC AND GROWTH TRENDS**

Updated calculations from the 2000 U.S. Census show that 62,203 people live within the Santa Fe incorporated city limits, with an additional 16,897 people residing in the urban area and 25,092 more living in the region. Of this population, according to the 2000 Census, 52% is Hispanic, 45% is White (non-Hispanic), and less than 3% is Native American and other minority. Since 1990, the population of the city of Santa Fe grew 1.1%, and the surrounding region grew 2.4%. Based on a growth trend for the past twenty years determined by the City's Long Range Planning Division, Santa Fe will need 697 new dwelling units per year within the city boundaries or 11,849 new dwelling units by the year 2020.

The average age of a Santa Fe resident is 41, with an increasing percentage of the overall population reaching elderly status in upcoming years. This population is likely to need smaller, more affordably-priced units with access to community services.

Santa Fe's Hispanic population has increased 7% since the 1990 Census. In large part, this trend reflects Santa Fe's increased Latino immigrant population. Census data indicates that over 36% of the population living within Santa Fe County speaks a language other than English at home. Of this group, about 32% speak Spanish and 10% of the Spanish speakers speak English less than "very well," leading to estimates that the majority of these people are recent Latino immigrants. Trends indicate that this population is growing which will impact future programs and other planning efforts in the city. In fact, grantees of the City's Human Services funding report that their case loads have increased by a third. Of their new clients, one-half are Spanish-speaking immigrants.

### **A) Income**

Updated income estimations from HUD place the area median income in Santa Fe for a family of four at \$61,800, as of January 2003. This compares to \$42,840 for median household income. Since this Plan addresses HUD funding, the following income designations for a family of four are based on HUD's definition:

<b>Designation</b>	<b>% of area median income</b>	<b>Income Range for Family of Four</b>
<i>"Extremely low"</i>	Under 30%	\$18,539 and under
<i>"Very Low"</i>	30% – 50%	\$18,540 to \$30,900
<i>"Low"</i>	50% – 80%	\$30,901 to \$49,440
<i>"Moderate"</i>	80% -- 100%	\$49,441 to \$61,800
<i>"Middle Income"</i>	100 – 120%	\$61,801 to \$74,160

In 2000, approximately 13% of Santa Fe's population was living below the poverty line, compared to 19% in 1990. 51.5% of all female-headed households with children younger than five years old were living below the poverty line in 2000, also showing a decline when compared to 1999, when 54.7% lived below the poverty line. Despite these improved statistics, however, the housing affordability index (HAI) which is based on a ratio comparing housing prices to income, has declined to an all time low of .17 in 2002. When housing costs are extracted from the average cost of living (13% higher in Santa Fe), they are actually 34% higher in Santa Fe than the national average.

### **III. HOUSING MARKET ANALYSIS**

According to the 2000 Census, the city contains 30,533 housing units. In the urban area, there are 36,579 units, of which 23,815 (65.1%) are single family, 8,579 (23.5%) are multi-family, and 4,144 (11.3%) are mobile homes. This inventory reflects a 2.2% growth rate since 1990. Santa Fe's real estate market continues to be active, with 797 homes sold within the city limits during 2002. Building permits were issued for 697 new units, of which 174 were located in Tierra Contenta, a master planned community in southwestern Santa Fe. Sixty-six affordable units were built within the city's limits.

#### **A) Inventory**

##### *1. Owner Occupied Units*

Almost two-thirds (58.2%) of homes in the city of Santa Fe are owner-occupied, with an average household size of 2.31 people. In the surrounding county, the owner



occupancy rate rises to 68.6%. Ninety-one percent of all housing units in Santa Fe County are occupied. Of the remaining vacant units, 44.5% are “seasonal,” which is defined as “used or intended for seasonal, recreational, or occasional use,” reflecting Santa Fe’s strong market for vacation homes. This compares dramatically to other cities in New Mexico where seasonal use is only attributed to 10.9% of all vacant units in Albuquerque and 9.7% of vacant units in Las Cruces.

Almost 67% of owners in Santa Fe County hold a mortgage on their property. Monthly median housing costs for owners in Santa Fe was \$1,214. These costs are significantly higher in Santa Fe than in other metropolitan areas – Albuquerque (\$929) and Las Cruces (\$833) – as well as being higher than the national median of \$1,088.

## 2. Rental Units

According to the 2000 Census, 40% of the housing units in Santa Fe are occupied by renters. Based on data provided in the *Survey of Santa Fe’s Rental Market* (2001), the current number of rental units in the city should be approximately 12,000 units. Of all rental units, 4,413 were contained within market rate apartment complexes with greater than 30 units. Mobile home rental units totaled 2,177, reflecting an increase of 100 new units since in the 1998 survey. Some conversion of existing apartments into condos and some change of use happened since 1990. However, the rental status of smaller units is assumed to have remained stable since the last Census since infill activity has been minimal. Occupancy rates are high, averaging between 95 – 97% according to the Rental Survey, with zero percent vacancy in many of the more moderately priced apartment complexes. Almost half of all mobile home parks reported 0% vacancy rate and most indicated that their waiting lists exceeded the number of spaces available.

The following inventory is based on the *Survey of Santa Fe’s Rental Market* (2001):

<b>Type of Unit</b>	<b># of Units</b>	<b>Vacancy Rate</b>
• Privately owned, multi-family with 30 units and more	4,413	2.9% (approx.)
• Privately owned, utilizing Section 8 vouchers	461	0%

• Publicly owned, managed by the Santa Fe Civic Housing Authority (within City limits)	493	2%
• Publicly owned, managed by the Santa Fe County Housing Authority (outside of City limits)	223	Not available
• Privately owned, elderly housing	150	Not available
• Section 202 Group homes	30	Not available
• Privately owned, single family and multi-family with less than 30 units (includes mobile home rentals)	6,300 (approx.)	5% (approx.)
<b>TOTAL:</b>		<b>12,070</b>

New units constructed since 1998 include The Tuscan, the Bluffs and the Section 202 senior project at La Cieneguita for a total of 368 units. Subsidized rents averaged \$490 for Section 8 vouchers and \$580 for public housing units. For market rental units, average rents were as follows:

Unit size	1998 rent	2001 rent	% Increase 1998-2003
1 bedroom	\$570	\$624	8.6%
2 bedroom	\$665	\$715	9.3%
3 bedroom	\$854	\$724	8.5%

### 3. Substandard Housing Units

Substandard housing is defined as "deteriorating" or as suitable for rehabilitation if it needs more repair than would be provided in the normal course of maintenance, and if it has one or more defects of an intermediate nature that must be corrected if the unit is to continue to provide safe and adequate shelter. Examples of intermediate defects are holes; open cracks; rotted, loose, or missing material over a small area of the foundation; walls; roof; floors or ceilings; shaky or unsafe porch steps or railings; several broken or missing windowpanes; and some rotted or loose window frames or sashes that are no longer rainproof or windproof (as defined in *Santa Fe Housing: 1976*).

Other criteria to identify substandard housing include:

- Any occupied units that is overcrowded, with "more than 1.01 persons per room;"
- Any unit that "lacks complete plumbing for exclusive use by residents;"
- Any unit that "lacks electrical wiring;"
- Any rental units renting for below one-half the median gross rent.

2000 Census data shows that about 40% of Santa Fe's housing stock is 30 years or older, with almost 18% built between 1940 and 1959. Almost 700 homes in Santa Fe lack complete plumbing or kitchen facilities or telephone service. One percent of homes are heated solely with wood. Neighborhood Housing Services of Santa Fe (NHS) estimates that at least 1,000 households, particularly elderly households, are in need of assistance with home repair and rehabilitation.

#### *4. Overcrowded Housing*

In Santa Fe, according to the 2000 Census, 1,348 households (or about 5%) have more than 1.01 persons per room. However, it is difficult to estimate which of these households or families are overcrowded. Often, newlywed persons and many single parent families move in with their parents because they cannot afford their own households. Middle-aged parents, too, find themselves caring for elderly parents by taking them in or moving into their home because long term institutional care is either too expensive or is inconsistent with the cultural values of many native families.

### **B) Outlook for Quality/Affordable Rental Housing**

An additional 328 rental units, funded by federal tax credits and private activity bonds, were added to the city's inventory since the last update of this plan. Additionally, the La Cieneguita senior project added 32 units for very low-income seniors to the city's inventory. Aside from potential apartment projects in future phases of Tierra Contenta, there are few existing sites where high density residential use would be permitted under current zoning. In addition many sites lack adequate infrastructure. Therefore, the City is focusing on annexations and redevelopment of the southwest quadrant as a means to provide opportunity for multi-family and higher density development.

Since 1995, almost 670 affordable multi-family units have been added to the market. Also, first-time homebuyer counseling programs, down-payment assistance and other services provided by Neighborhood Housing Services and Santa Fe Community Housing Trust have created homeownership opportunities for many low- and moderate-

income renters. As these renters become homeowners, the rental units in that segment of the market become available for other renters.

However, it should be noted that without sustained and ongoing support for the services provided by nonprofit housing organizations and continued City efforts to attract federal housing subsidies, Santa Fe's rental market would escalate quickly out of range of many lower-income renters. For that reason, it is the fundamental objective of this Plan to expand ongoing housing efforts and to encourage the establishment of new programs to address Santa Fe's ever-increasing lack of affordable housing.

### **C. Cost Burden**

The percent of owner-households in Santa Fe County who paid more than 30% of their incomes for housing costs rose five percentage points between 1989 and 1999 to 26.5%, according to 2000 Census data. While this rising cost burden is consistent with national trends, the owner cost burden in Santa Fe is significantly higher than that of the nation (21.8%) and the state's other metro areas, Albuquerque (24.2%) and Las Cruces (19.8%). In fact, even for owners with incomes exceeding \$50,000, housing cost burden was high in Santa Fe (11.5%) when compared to the nation (8.8%), and was almost twice that of Albuquerque (6.3%) and nearly three times that of Las Cruces (4.2%) for this income group. For renters, 55% with moderate incomes (up to \$35,000) are rent-burdened. In comparison, one-third of renters in Albuquerque earning this income are rent-burdened and one in five renters in Las Cruces are paying more than 30% for rent.

## **IV. HOUSING NEEDS**

As expected, those with the lowest incomes experience the greatest cost burden in regard to housing. Often the only alternative for low- and extremely low-income families, especially large ones, in many cases is to move in with extended family members, thereby most likely experiencing overcrowded conditions or to seek public housing options. The statistics provided in the following chart are based on CHAS data. Cost burden percentages are not yet available for 2000 data.

## From CHAS, Table 1C, Projections for 2002

Household by Type, Housing Problem	Renter HH					Owner HH			
	Elderly (1&2) HH	Small related (2 –4)	Large related (5 +)	Other HH	Total Renters	Elderly	Other Owners	Total Owners*	Total HH
Extremely Low 0—30%MFI	546	550	150	686	1,932	599	457	1,056	4,044
Very Low 31—50%MFI	384	557	204	646	1,791	472	626	1,098	3,987
Low 51—80%MFI	327	661	98	1,169	2,255	605	1,498	2,103	6,461
Moderate 81—95%)	63	419	65	481	1,028	269	945	1,214	3,456
<b>Total HH</b>	<b>1,320</b>	<b>2,187</b>	<b>517</b>	<b>2,982</b>	<b>7,006</b>	<b>1,945</b>	<b>3,526</b>	<b>5,471</b>	<b>17,948</b>

\* data regarding all other households is contained within the categories of total renters and total owners.

### A) Needs of Extremely Low-income Residents

Almost 70% of the extremely low-income group, earning 30% of the area median income and below (less than \$18,540 for a family of four), pay over 30% of their incomes for housing. This group consists of many immigrants and homeless individuals and families and comprises approximately 15% of the city's population, according to 2002 projections. They often live with relatives, friends, in shelters, in cars, or camp, as weather permits. This population has increased 2% since 1990.

It is estimated, based on applications to the city's nonprofit housing organizations, participation in the supportive services offered by the emergency shelters, and U.S. Census data, that nearly every extremely low-income family in Santa Fe may need some form of housing assistance. The majority of the households in the extremely low-income group are renters and many of these occupy substandard housing. Those few extremely low-income households who own housing usually own homes that are dilapidated or live in overcrowded conditions. Approximately half of the total extremely low-income households fall into the category of small family. Elderly households comprise approximately 28% of the extremely low-income renter households, an eight percent increase since 1990. Although many are housed in public housing and Ventana de Vida, a privately owned tax credit project for low-income elderly residents, there is a need for additional housing for this group.

## **B) Needs of Very Low Income Residents**

Very low-income households who earn between 31 and 50 percent of the median income for a family of four (or from \$18,540 to \$30,900) comprise of approximately fourteen percent of total households. More than 75% of low-income households may need some housing assistance, according to applications to the city's nonprofit housing organizations and U.S. Census data. This group is generally heavily cost burdened and rents substandard housing or manufactured housing. People in this group must expend a greater portion of their earnings towards providing housing for themselves and often seek additional part-time employment to augment their incomes. Their housing choices often include: moving to less adequate housing within the city, moving out of the city and commuting to jobs, moving into mobile homes, or living with others in a non-family living arrangement. When combined with the extremely low-income households, these groups comprise approximately twenty nine percent of the total household population of the city.

Approximately half of these households are small family households or single elderly residents and likely occupy many of the older private housing or one and two bedroom units. Large families in this income category are not being effectively served by the housing units because of the general lack of affordability of three and four bedroom units.

## **C) Needs of Low Income Residents**

Low-income households have incomes are between 51 and 80 percent of the median income. In Santa Fe, 23%, according to the 2000 Census, are moderate-income households. In 2000, those households earning up to \$49,441, for a family of four, would be considered low-income households. About half of these families may need housing assistance according to applications to the city's nonprofit housing organizations and U.S. Census data. Some renters in the moderate-income group could become homeowners with the availability of downpayment assistance and other

subsidies. Rehabilitation programs for moderate-income owners could be of assistance in upkeep of the community's housing stock.

#### **D) Needs of Moderate-Income Residents**

Moderate-income households (those earning between 81 and 95% of median income) comprise over 16% of total Santa Fe households, according to the 2000 Census. Approximately 30% of the moderate income households need housing assistance. These are primarily families with adolescent children. The upper end of Santa Fe's moderate income earners may be able to pay close to \$180,000 for a house, which is still almost \$100,000 less than the median price of a house (approximately \$276,000 as of December 2002). Most of the moderate income earners, however, have needs similar to lower income earners and require a house in the \$140,000 to \$160,000 range, because of excessive debt burden and other financial considerations. Less than 30 percent of the houses sold in Santa Fe last year were in this range.

#### **E) Housing Needs of Renters**

The Santa Fe community is comprised of approximately 40% renter households, according to 2000 data. Over 60% of renters are from low- and moderate-income households. More recent data show that the rental situation has become worse for lower income earners. New apartment construction has helped smaller families that can afford over \$600 a month (affordable to a family earning \$31,000) but has done nothing for larger or poorer families. The most recent rental survey (2001) found that family sized units (3 bedrooms) rented for \$850 on average and, therefore, still posed problems for a significant number of low-income households.

Information from the Santa Fe School District indicates that many prospective teachers are choosing not to accept jobs in the district because they cannot afford rental housing in Santa Fe. This problem has prompted the School District to explore ways in which to develop subsidized rental housing for new teachers. In any case, there is not a shortage of rental units, but serious limitations on the affordability of available units.

## **F) Housing Needs of Owners**

At the time of the last *Consolidated Plan*, the percentage of owner households was decreasing at a rate of approximately 2% per year. However, since then, the owner occupancy rate within the city limits of Santa Fe is stabilized at about 58%. This is due to expanded homebuyer counseling, downpayment assistance, aggressive efforts to increase the supply of affordable housing through new construction, owner rehabilitation activities, and innovative institutional lending activities provided by local nonprofits such as Neighborhood Housing Services and Santa Fe Community Housing Trust. It should be noted that this rate of homeownership is markedly lower than the rest of the state which has a homeownership rate of 70% and even Santa Fe County as whole, which has a homeownership rate of over 67%.

## **G) Housing Needs of Large Families**

Based on U.S. Census data and information from the local housing nonprofit organizations, it is estimated that over 70% of all large families (with five or more family members) experience housing problems. Over 40% of the Santa Fe Civic Housing Authority's current waiting list (2003) consists of families with children, an increase of almost 30% since 2000. The needs of large families have been difficult to meet because of the general lack of availability of three and four bedroom units available at a price that low-income households can afford.

## **H) Housing Priority Needs**

Housing priority needs are based on the availability of housing for specific populations. As described in the Housing Market Analysis, a majority of Santa Fe residents need some assistance with housing. For that reason, housing priorities for all groups is designated as "high." The high cost of land and building in Santa Fe and the limited ability of residents who are earning less than 30% of median family income to become homeowners make it unfeasible to meet housing needs through the construction of new units. Thus, the City's efforts focus on rehabilitating existing structures, accessing home repair grants, and providing mortgage assistance for individuals with disabilities and the elderly to keep residents in their homes, especially the low income elderly. In



addition, the Santa Fe County Public Housing Authority provides a rent-to-own program in which units are sold to residents.

**Housing Priority Needs Table**

<b>Category</b>	<b>Need Level</b>	<b>Units</b>	<b>Estimated \$</b>
<b><i>Renter</i></b>			
<i>Small Related</i>			
0 - 30% of MFI	High	534	\$71,166,000
31 - 50% of MFI	High	384	\$10,382,000
51 - 80% of MFI	High	76	\$4,072,000
<i>Large Related</i>			
0 - 30% of MFI	High	93	\$7,462,000
31 - 50% of MFI	High	96	\$6,462,000
51 - 80% of MFI	High	13	\$824,000
<i>Elderly</i>			
0 - 30% of MFI	High	295	\$19,855,000
31 - 50% of MFI	High	261	\$43,560,000
51 - 80% of MFI	High	86	\$4,665,000
<i>All Other</i>			
0 - 30% of MFI	High	528	\$35,353,000
31 - 50% of MFI	High	510	\$34,013,000
51 - 80% of MFI	High	123	\$6,692,200
<b><i>Owner</i></b>			
0 - 30% of MFI	High	760	\$6,566,000
31 - 50% of MFI	High	626	\$51,655,000
51 - 80% of MFI	High	227	\$15,150,000

## **V. RACIAL AND ETHNIC CONSIDERATIONS**

Cross correlation of existing race/ethnic and income data indicates that minorities – in this instance Hispanics (52%), Native Americans, African-Americans and Asians (3%) – generally earn lower salaries and are, therefore, more heavily affected by higher housing prices. There does not appear to be a disproportionately greater need among minorities with low incomes in comparison to the needs of non-minorities with low incomes. The percentage of persons in a category of need who are members of a particular racial or ethnic group does not exceed ten percentage points of the percentage of persons in the category as a whole.

## **VI     BARRIERS TO AFFORDABLE HOUSING**

Several barriers to affordable housing exist in Santa Fe, including: the high “hard cost” of building (land, lumber, other materials), the gentrification of existing housing stock, the lack of appropriate building sites, restrictions imposed by government regulation, financing barriers, and organizational and management limitations. The following objectives, strategies and proposed accomplishments coordinate with the City’s *General Plan* (1999), and the *Strategic Affordable Housing Plan* (1999) produced by the Enterprise Foundation and other members of the Affordable Housing Roundtable.

### **A)     High Building Costs**

The cost of building in Santa Fe is the highest of any city in New Mexico. Labor and materials are more expensive because Santa Fe’s market is smaller, relative to the costs of transportation and shipping and the size and available skills in its labor pool. Compared to Albuquerque, where residential building costs might average \$75 per square foot, costs in Santa Fe range between \$80 and \$120 for market rate housing. Custom homes can range between \$150 and \$400 per square foot. The end result is that for many contractors, the profit margin on a few high-end homes is much greater than building higher quantities of lower cost homes, thus, few builders, or skilled tradesmen, are encouraged to direct their efforts towards more affordable homes. In addition, the demand for expensive homes has shifted the community’s building delivery system toward meeting the housing needs of those who can *most* afford them, as a result, leaving the needs of lower income households unmet.

According to the 2002 survey conducted by the City’s Community Development Division, 38% of all respondents felt that high construction costs posed a significant barrier to the ability of Santa Fe residents to afford homes. Historical and cultural building traditions in Santa Fe were based on communal efforts and contributions of familial land, labor and materials. Therefore, many of the activities outlined in this plan encourage “sweat equity,” donations of labor and materials and other means through which to reduce the cost of building.

**Objective A: Implement programs and ongoing projects that address the high cost of building in Santa Fe by working in collaboration with non-profit housing providers, for-profit, local builders, and potential homebuyers.**

<b>Strategy A-1</b>	<i>Encourage the use of “sweat equity” as part of nonprofit housing efforts to lower construction costs.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	a) Support Habitat for Humanity to create 6-8 homes annually utilizing “sweat equity” and other donated labor. b) Continue to support NHS’s “Land to Home” program which assists 3 landowners yearly to build homes.
<b>Strategy A-2</b>	<i>Encourage programs that provide information and training to potential homebuyers and post-purchase information for existing homeowners.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	a) Work with Habitat for Humanity, SFCHT, NHS and other members of the Affordable Housing Roundtable to develop construction training programs for lower and moderate income people who want to build their own homes or renovations and additions. b) Encourage education activities for cost-saving, innovative home-building technologies. c) Continue educational campaign.

## **B) Gentrification of Existing Housing Stock**

Santa Fe’s Hispanic population has increased 7% since the 1990 Census. However, comparisons between 1990 data and 2000 data show parts of Santa Fe – especially its historic and east side neighborhoods – have lost as much as 27% of their Hispanic population, reflecting the city’s continuing trend of gentrification. As gated residential communities have sprung up in the east and north parts of town, neighborhoods in Santa Fe are changing in ways that are not traditional to the city. For some, rising property values and their corresponding property tax increases make selling necessary, especially for the children of homeowners who inherit property and for elderly residents who are no longer able to maintain their homes. For others, their only housing choice is to relocate in the outskirts of the city or leave the city altogether. The gentrification of older, historic neighborhoods has resulted in the gradual undoing of the economic and racial mix of Santa Fe.

**Objective B1: Limit the displacement of established Hispanic populations from older, historic sectors of the city.**

<b>Strategy B1-a</b>	<i>Provide administrative support to nonprofit housing providers whose programs are geared towards promoting homeownership opportunities and rehabilitation of existing homes.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Rehabilitate 150 owner-occupied units through NHS's Home Improvement Program.</li> <li>b) Assist 2,500 consumers through NHS's and SFCHT's homeownership classes.</li> <li>c) Assist at least 50% of lower and moderate income, Hispanic or other minority consumers.</li> </ul>
<b>Strategy B1-b</b>	<i>Support the development of statewide and other legislation that limits property tax increases for lower income residents.</i>	
<b>Strategy B1-c</b>	<i>Lobby the state and federal governments for a progressive income and property tax structure.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	Work with local, regional and state elected officials, and local housing providers to develop a strategy for the implementation of tax related legislation.

**Objective B2: Support all initiatives under federal fair housing requirements.**

<b>Strategy B2-a</b>	<i>The City of Santa Fe will continue education and outreach activities about fair housing and will pursue continued funding from HUD's Fair Housing Initiatives Program (FHIP) funding in conjunction with newly adopted Fair Housing Ordinance and its related requirements. The City will continue supporting the Landlord/Tenant Hotline. In 2003, the City will apply for another year of funding under HUD's FHIP to continue outreach specifically targeted at Spanish-speaking immigrants.</i>	
<b>Proposed Accomplishments</b>	Years 1 - 2	Apply for funding under HUD's Fair Housing Initiatives Program (FHIP) to continue education and outreach, focusing on Santa Fe's Spanish-speaking, and immigrant community.
	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Conduct community outreach activities to educate other city departments, lending institutions, housing developers, realtors and the citizenry regarding fair housing rights and responsibilities.</li> <li>b) Continue operating a fair housing hotline (505-955-6341) to provide information and referral complaint filing services and a mechanism for addressing fair housing complaints.</li> <li>c) Undertake efforts to increase the compliance of print media to fair housing standards.</li> <li>d) Conduct at least two Fair Housing workshops annually.</li> <li>e) Conduct regular updates of the <i>Analysis of Impediments</i>.</li> <li>f) Lobby State legislators to approve Fair Housing legislation to make New Mexico substantially equivalent with federal fair housing laws.</li> </ul>

## Objective B3: Increase mortgage lending activities in Hispanic and low-income neighborhoods.

<b>Strategy B3-a</b>	<i>Provide operating funds from the City's general fund to support fair lending staff at Neighborhood Housing Services and Santa Fe Community Housing Trust.</i>	
<b>Proposed Accomplishments</b>	Year 1	<ul style="list-style-type: none"> <li>a) Submit expansion request for affordable housing budget increase and subcontract with nonprofits.</li> <li>b) Develop outreach and media plan for campaign, focusing on targeted, low-income, minority neighborhoods.</li> <li>c) Build coalition of partners, including lending institutions and establish rescue fund with lenders' contributions.</li> <li>d) Establish policies and procedures for project, including underwriting criteria for rescue fund.</li> <li>e) Initiate outreach activities.</li> <li>f) Update data regarding ethnic and income distribution throughout Santa Fe using figures from 2000 Census and correlate with the geographic distribution of lending activity.</li> <li>g) Determine the extent to which bias affects lending decisions and identify ongoing impediments to Fair Lending.</li> </ul>
	Years 2 - 5	<ul style="list-style-type: none"> <li>a) Continue outreach activities.</li> <li>b) Address Impediments to Fair Lending.</li> <li>c) Establish sustainability of rescue fund and long-term funding sources for project.</li> </ul>

### C) Lack of Appropriate Building Sites and Lowered Residential Densities

#### 1. High land costs

The cost of land suitable for residential building in Santa Fe is generally very high, in large part because of its increasing scarcity. There are very few remaining large tracts of vacant land inside of the city limits that remain to be subdivided. Smaller tracts are often not feasible to develop because of a low permitted density and the difficulty and cost of rezoning to a higher density because of neighborhood opposition. Outside of Tierra Contenta, where the initial low purchase cost and non-profit development corporation are helping to keep prices down, the price of an average lot in an R-5 subdivision can exceed \$80,000. Following the rule of thumb that the cost of land should not exceed 30% of the total cost for a home, it is all but impossible to develop affordable housing on land available on the open market.

**Objective C1: Provide city-owned or otherwise subsidized land for affordable housing sites for eligible persons, families and households as defined under the city’s affordable housing programs.**

<b>Strategy C-1a</b>	<i>Study the feasibility of development on the city-owned portions of the NW Quadrant. Commission a long-range development plan focusing first on those areas where development is immediately possible.</i>	
<b>Strategy C1-b</b>	<i>Create a process for allocating city-owned land according to the proposed amendment to the anti-donation clause in the state constitution, including trading portions of the NW Quadrant for more easily developed tracts.</i>	
<b>Strategy C1-c</b>	<i>Expand mechanisms such as ground leases and shared-equity strategies in providing affordable housing opportunities on city-owned land.</i>	
<b>Strategy C1-d</b>	<i>Assist the non-profit housing providers to create an “affordable housing land-banking program.” Buying land at current prices and “banking” it for later use will help ensure future affordability. City funds can help to further dilute the cost to the housing providers.</i>	
<b>Strategy C1-e</b>	<i>Work with the City’s Planning and Land Use Department, market rate developers and non-profit providers to develop a “land-banking” program, including all relevant policies and ordinances.</i>	
<b>Strategy C1-f</b>	<i>Assess feasibility of donation of City-owned land to nonprofit housing providers for the development of affordable housing, including the options of selling, exchanging and leasing land.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Complete the process of leasing all existing residential lots owned by the City to SFCHT for the Land-Lease program.</li> <li>b) Complete an in-depth feasibility study and citizen survey with the City’s Planning and Land Use Department assistance to prepare a long-range plan for development of the NW Quadrant and a plan to increase housing in downtown Santa Fe.</li> </ul>

**2. Lack of adequate infrastructure and the high cost of installation**

Much of the land that is still vacant also lacks appropriate infrastructure or the available infrastructure is under-sized to serve any increase in use. The cost to install or up-grade any required infrastructure represents a substantial front-end investment that, along with the associated carrying costs, is integrated into the housing prices. The city’s participation in developing or up-grading existing lines, either through Capital Improvement Projects, or financially, will help lower prices.

**Objective C2: Seek or create alternative financing sources for infrastructure improvements for projects that contain significant quantities of affordable housing.**

<b>Strategy C2-a</b>	<i>Lobby for ICIP (Infrastructure Capital Improvement Program) and CIP (Capital Improvement Program) funds to apply towards the expansion and improvement of infrastructure for affordable housing.</i>	
<b>Strategy C2-b</b>	<i>Continue to expend already designated CIP funds through a competitive RFP. Funds must be used to construct infrastructure dedicated back to the City of Santa Fe.</i>	
<b>Proposed Accomplishments</b>	Year 1	Identify priority projects and request funds for affordable housing infrastructure.
	Years 2 – 5	a) Acquire funding. b) Apply funding toward priority projects.

### 1. Lowered residential densities

In 1997, an *Analysis of Housing Cost* conducted by the City of Santa Fe indicated that the lowest density at which affordable housing can be built in Santa Fe is seven dwelling units per acre. At lower densities, the cost of each lot is substantially higher, economies of scale regarding building costs are less, and public costs for providing roads, utilities and other infrastructure improvements are greater and less efficiently provided. Lower densities also encourage sprawling growth patterns, which leads to increased traffic congestion, a diminished sense of place, and loss of open space.

The Community Development Division continues to advocate for higher land use densities to facilitate the development of affordable housing. This action is necessary to increase affordable housing opportunities on a citywide basis, especially for infill sites. In 1999, the City adopted an updated *General Plan* after several years of study and public involvement. Throughout the staff review process, the Community Development Division recommended to the City's Planning Division that the *General Plan's* Future Land Use Map show higher permitted densities, allowing incremental infill in areas of the city which were built at very low densities.

Early drafts of the Future Land Use Map included these density increases. However, because of ongoing neighborhood opposition to higher density development, the recommended densities shown on the adopted Future Land Use Map, especially in the eastern and northern parts of the city, were significantly reduced. In some cases, the recommended densities were even reduced from the City's former Plan, *Plan '83*. As a result, lower-cost housing continues to be built primarily in the SW Quadrant of the city,

either as part of the master-planned community of Tierra Contenta or on land with relatively level terrain, and fewer neighbors to oppose higher density development.

## 2. Infill

The City's Community Services and Planning and Land Use Departments are committed to developing strategies to fully implement the *General Plan's* policies supporting infill and higher density development. The Community Services Department will work with local non-profit housing organizations on community-wide educational efforts concerning the positive aspects of high density, especially as it relates to increasing the affordability of housing.

### **Objective C3: Increase affordable housing opportunities by maximizing appropriate potential infill sites through higher densities.**

<b>Strategy C3-a</b>	<i>Make higher density development feasible by instituting zoning ranges as stipulated by the General Plan's Future Land Use Map.</i>	
<b>Strategy C3-b</b>	<i>Ask the City Planning Policy Commission to review the General Plan and recommend how the Future Land Use Map could better reflect the guiding policies that specifically address affordable housing and land use densities.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Prepare draft of amendments to Chapter 14, allowing for zoning districts to reflect a range of densities. (year 1)</li> <li>b) Facilitate amendments to the Future Land Use Map and existing codes. (year 2)</li> <li>c) Conduct public participation process and submit for approval by City Council.</li> </ul>

### **Objective C4: Change community attitudes regarding the perceived negative impact of high-density housing on social and economic values.**

<b>Strategy C4-a</b>	<i>Continue working with members of the Affordable Housing Roundtable to plan and undertake a marketing campaign targeted at community members regarding the connection between higher density development and affordable housing.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Develop marketing plan and strategize its implementation.</li> <li>b) Design marketing materials including video, power point presentation, pamphlets and brochures.</li> <li>c) Outreach extensively to elected officials, neighborhood groups and other concerned citizens.</li> </ul>



## D) Regulatory Barriers

The City's development review processes are sometimes duplicative, lengthy, and overly complex, requiring the developer to proceed through a series of repetitious steps. In the case of a delay in the approval process, up to 20% can be added to the cost of a new home because of taxes on land held in expectation of building, interest on loans, and increases in the cost of labor and materials. The City's Community Development Division and the Planning and Land Use Department are committed to promoting awareness of the needs of housing developers and improving efficiency, when necessary, in processing development and building permit applications. Although building permit review times have greatly improved recently and both the Planning and Land Use Department and Community Development Division work closely together to expedite affordable housing project reviews, we should continue to refine the process to promote even greater efficiency. A reduction in processing time can result in significant cost savings by reducing the carrying costs for the project and limiting the inflationary spiral for labor and materials that occurs during the processing of the development. If these potential savings are realized, they can be passed on to the consumer in the form of lower home prices.

### Objective D1: Simplify the City's development review process as outlined in the Clarion diagnosis (April 2000).

<b>Strategy D1-a</b>	<i>Work with Planning and Land Use and members of the public to streamline the development review process to create cost savings in new housing development.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"><li>a) Develop a comprehensive step-by-step guide to city fees and other levied costs, including available rebates for affordable housing.</li><li>b) Consolidate in concise and easily-understood written and electronic form and make available to the public all information regarding building and development codes, procedures, processes, standards, regulations, and ordinances.</li><li>c) Revise submittal checklists so that information provided by applicant corresponds to stage of review (i.e. preliminary reviews require less detail than final reviews, etc.)</li><li>d) Develop a system that consolidates multiple hearings and multiple reviews when appropriate.</li></ul>
<b>Strategy D1-b</b>	<i>Create an affordable housing incentives program.</i>	

<b>Proposed Accomplishments</b>	Years 1 – 5	a) Develop features for program including fast track processing, flexible performance zoning and design, setbacks, floor area and infrastructure requirements where they are appropriate and consistent with maintaining health and safety (invite other City departments to participate). b) Implement program.
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Since the last update of this plan, the City adopted the Water Budget Ordinance to address the region’s ongoing drought and dwindling water supplies. The ordinance requires any proposed development to offset its increased water use by providing retrofits for older, high water use toilets. Depending on lot size, a developer must show evidence that between 8 to 12 existing toilets were retrofitted, theoretically saving enough water to offset the water use of the new house.

The cost to retrofit toilets adds \$2,500 to \$3,000 to the construction cost of a new home. The City attempted to mitigate this impact on affordable housing by allowing affordable housing developers to receive credit for retrofits completed by for-profit developers the previous summer as part of a voluntary program. However the supply of these credits is finite and eventually the developers of affordable housing will have to absorb the costs of the retrofits directly. The ordinance has a separate provision that new water can be allocated for growth when new water supplies are secured and it specifies that affordable housing receive preferential treatment in any allocation. It is not certain that the San Juan/Chama diversion project – the most likely source of new water – will yield enough of an increase to the City’s current supply to allocate water for new growth.

**Objective D2: Assess the impacts on affordable housing of all new and existing rules and regulations, ordinances, and policies regarding development review requirements.**

<b>Strategy D2-a</b>	<i>The Community Development Division will analyze the cost impact of proposed ordinances on affordable housing.</i>
<b>Strategy D2-b</b>	<i>Consider all possible viable, alternative water use offset strategies, including: cisterns, functioning graywater systems, water efficient appliances, using stormwater runoff more effectively, etc.</i>
<b>Strategy D2-c</b>	<i>Enforce all new and existing rules and regulations, ordinances, and policies to ensure that they are consistent with the City’s General Plan.</i>
<b>Strategy D2-d</b>	<i>Assist Land-to-Home program participants with navigating the development review process.</i>

<b>Proposed Accomplishments</b>	Years 1 – 2	<ul style="list-style-type: none"> <li>a) Conduct studies and analyses to determine the extent to which affordable housing is affected by existing regulations.</li> <li>b) Review existing regulations for internal consistency and consistency with <i>General Plan</i>.</li> <li>c) Provide staff support for program participants involved in the development review process.</li> </ul>
	Years 3 – 5	<ul style="list-style-type: none"> <li>a) Work with the City's Planning and Land Use Department, for profit developers and non-profit housing providers to continue implementing appropriate offsets for affordable housing as per the water budget ordinance and related policies.</li> <li>b) Assist the City's Planning and Land Use Department in the creation and implementation of a standard policy and procedures manual</li> </ul>

**Objective D3: Facilitate “green” building practices in the development of affordable housing development.**

<b>Strategy D3-a</b>	<i>Support alternative building technologies, such as rammed earth, straw bale, pumicecrete, and preformed insulating building units.</i>	
<b>Strategy D3-b</b>	<i>Re-evaluate regulations related to topographical, drainage and other environmental considerations to facilitate affordability while maintaining health and safety.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Work with members of the Green Builders program, the development community and the Planning and Land Use Department to develop and implement appropriate ordinances and land use codes.</li> <li>b) Develop marketing materials and outreach campaign to educate the general public about sustainable building practices.</li> </ul>

**Objective D4: Continue to develop and implement regulations that encourage diversity of housing types and expand housing choices in all neighborhoods of the city.**

<b>Strategy D4-a</b>	<i>Continue implementation of the Housing Opportunity Program (HOP).</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Work with market rate developers and housing providers to fully implement the HOP.</li> <li>b) Produce 10 houses affordable to citizens with 65% of the area median income and 15 houses for residents earning up to 120% of the area median income.</li> </ul>

**E) Financing Barriers that Hamper the Provision of Affordable Housing**

*1. Lack of financing for potential home owners*

The high cost of financing is a major component of housing costs. Even when the price of a home is within an affordable range, interest on mortgages, coupled with other

financing costs, may price homeowners out of the market. Many buyers with incomes below \$40,000 have difficulty qualifying for mortgages due to insufficient cash, poor credit histories, high consumer debt and unfamiliarity with the home purchase process. While many families with incomes below \$50,000 need down payment help, generally only those with incomes below \$30,000 qualify for assistance from HUD funded and New Mexico Mortgage Finance Authority programs. Families with incomes below \$24,000 are virtually priced out of the home buying market and need subsidies to cover home costs through land or mortgage subsidies. The practical limit of these subsidies is approximately \$15,000 per house, except where sweat equity and volunteer work are combined with financial subsidies.

## *2. Financial Barriers Faced by Housing Providers*

As applications for local, state and federal funds grow increasingly more competitive, housing providers are sometimes frustrated by dwindling funding sources. For instance, many programs cover programmatic costs but are not able to assist with administrative and other overhead costs. For that reason, local housing providers are challenged to diversify their funding base.

### **Objective E1: Pursue every available source of federal, state, private and local funds to support affordable housing initiatives.**

<b>Strategy E1-a</b>	<i>Broaden the use of bonding authority specifically for affordable housing.</i>	
<b>Strategy E1-b</b>	<i>Assist developers of low/moderate-income multifamily and single family housing with acquiring Low-Income Housing Tax Credits, and applying for HOME and CDBG funds.</i>	
<b>Strategy E1-c</b>	<i>Investigate tax increment financing (TIF) for affordable housing programs.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Identify potential projects eligible for HOME funds and initiate application, planning and development of a project.</li> <li>b) Continue to assist developers of multi-family housing with acquiring Low Income Housing Tax Credits to provide 40 units of affordable housing annually.</li> <li>c) Work with members of the Affordable Housing Roundtable, for profit developers, and other government agencies to identify potential uses of tax increment financing and attain legislative authority to access tax increment financing.</li> <li>d) Identify projects and award TIF.</li> </ul>

**Objective E2: Increase local funding to support affordable housing programs and projects.**

<b>Strategy E2-a</b>	<i>Increase the amount from the General Fund to be used for 1) administrative support for affordable housing non-profits and 2) expand Community Development Division housing related support services such as research and project planning.</i>	
<b>Strategy E2-b</b>	<i>Dedicate a revenue stream for supporting affordable housing from a variety of sources, such as, HOP fee-in-lieu contributions and contributions from the Tierra Contenta land sales fund.</i>	
<b>Strategy E2-c</b>	<i>Expand negotiations with lenders to maximize existing affordable loan programs and start new ones.</i>	
<b>Strategy E2-d</b>	<i>Implement a transfer tax on high-end housing so that with each transfer of ownership, a percentage of the sales price is put into the Affordable Housing Trust Fund to be used for affordable housing development and the preservation of open space.</i>	
<b>Proposed Accomplishments</b>	Years 1 - 5	<ul style="list-style-type: none"> <li>a) Continue advocating for increased allocation from the General Fund to support affordable housing activities.</li> <li>b) Establish funding program to allocate funds from Tierra Contenta revenue fund</li> <li>c) Work with local lenders to develop strategy to expand existing loan programs and create new ones.</li> <li>d) Work with officials and staff from the MFA, City and County governments to develop a transfer tax on all high-end transfers (over \$300,000) in the County of Santa Fe and to support legislation on the State level.</li> <li>e) Lobby the state legislature to pass transfer tax, giving County voters an opportunity to vote on passage of tax.</li> </ul>

**Objective E3: Continue building capacity of non-profit housing partners to provide financing assistance to lower- and moderate-income Santa Fe residents.**

<b>Strategy E3-a</b>	<i>Work with local nonprofit housing providers and members of the Affordable Housing Roundtable to develop and obtain financial resources to support comprehensive financial services and other housing assistance to low and moderate-income residents.</i>		
<b>Proposed Accomplishments</b>	Years 1 – 5	During the next 5 years, the following housing services will be provided in the city:	
			Projected # of Units/ <u>Consumers</u>
		a) Soft second mortgage program	15
		b) Homeowner rehabilitation program, revolving loan and grant program	114
		c) New housing units from HOP	60
		d) Homebuyer’s counseling program	2,500
		e) Downpayment assistance	163
		f) Apartment construction funded by tax credits	200

## Objective E4: Increase opportunities for affordable housing development on a city wide basis.

<b>Strategy E4-a</b>	<i>Maximize appropriate potential infill sites by increasing permitting densities and considering sites distributed throughout all four quadrants of the city.</i>	
<b>Strategy E4-b</b>	<i>Integrate the siting of manufactured housing on a citywide basis, provided that it meets appropriate design standards.</i>	
<b>Strategy E4-c</b>	<i>Obtain public input and re-evaluate current zoning and land use laws concerning granny flats and guesthouses, while working to enforce existing laws. Explore other mechanisms.</i>	
<b>Strategy E4-d</b>	<i>Encourage alternative housing arrangements such as house/sharing and matching and housing cooperatives.</i>	
<b>Strategy E4-e</b>	<i>Promote housing rehabilitation and weatherization repairs for both owner and rental housing.</i>	
<b>Strategy E4-f</b>	<i>Look for ways to preserve low-income rental apartments at risk of being converted to market rate rents.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Create policies regarding the siting of manufactured housing in keeping with State regulations.</li> <li>b) Enforce Code restrictions on using granny flats and guesthouses as short term, vacation rentals.</li> <li>c) Work with members of the Affordable Housing Roundtable to implement an information service and/or database regarding house sharing and cooperatives.</li> <li>d) Work with members of the Affordable Housing Roundtable and current owners of tax credit projects to develop strategies for preserving existing rental stock at affordable rates, in which non-profits would assume ownership of the units.</li> <li>e) Continue to work with NHS to provide rehabilitation programs to assist 150 consumers.</li> <li>f) Continue supporting the implementation of weatherization program services in Santa Fe.</li> <li>g) Re-evaluate strategies on an ongoing basis for increasing affordable housing opportunities throughout the city.</li> </ul>

## F) Barriers Related to Administration / Management Capacity

Non-profit housing providers identified two major organizational barriers. The first issue is the need for increased technical assistance regarding the creation and implementation of new programs and projects. Specifically, this would entail additional funding to support project specific, short-term assistance for the implementation of new, innovative programs. The other barrier cited was related to the complexity of the City's existing development review process. For many of the providers, project approvals are delayed

because of regulatory requirements or duplicative steps in the City's approval process, thereby hampering the creation of affordable units.

**Objective F1: Build on capabilities of existing builders and nonprofit groups by looking for ways to expand their organizational, financial, and technical capacity.**

<b>Strategy F1-a</b>	<i>Provide funding for some of the nonprofit agencies' operating costs.</i>	
<b>Proposed Accomplishments</b>	Years 1-5	a) Provide support to the Enterprise Foundation. b) Provide support to NHS. c) Provide support to SFCHT.

**Objective F2: Provide technical assistance to housing providers.**

<b>Strategy F2-a</b>	<i>Provide assistance with grant writing applications for federal funds and other resources.</i>	
<b>Strategy F2-b</b>	<i>Continue participation as a member of the Affordable Housing Roundtable to facilitate effective and comprehensive working relationships among nonprofit housing providers, government entities and the private sector.</i>	
<b>Strategy F2-c</b>	<i>Assist with marketing nonprofit housing services to low/moderate-income groups excluded from market rate housing.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	a) Continue to develop relationships with individual non-profit organizations. b) Continue participation as a member of the Affordable Housing Roundtable. c) Work with housing providers to identify populations in need of housing services. d) Design marketing strategies to reach identified populations. e) Implement outreach activities.

**Objective F3: Provide a mechanism to monitor the local housing condition and develop a system to make decisions relative to housing strategies.**

<b>Strategy F3-a</b>	<i>Design and construct a housing database that contains information about the condition, location, vacancy rate, and both market supply and demand conditions of the housing stock. Specific data on building rates, construction supply rates, number and type of subsidized units, and available resources is also included. Software will be designed in conjunction with the database to help analyze specific factors increasing the costs of housing and how these might be mitigated.</i>	
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<b>Proposed Accomplishments</b>	Year 1	a) Work with relevant City departments, other governmental agencies, members of the construction and real estate industry, and non-profit housing providers to identify variables for housing database. b) Develop software. c) Provide access to database through City departments and through electronic sources such as a website.
	Years 2 – 5	Continue updating variables and applying these tools.
<b>Strategy F3-b</b>	<i>Update information concerning factors related to housing affordability including: land use controls, building codes, infrastructure/community services, tax exempt/tax credit financing, syndication, interest rates, loan costs, construction costs, profit motive, etc.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	a) Work with appropriate City departments and other sources to create informational materials for distribution to the general public, elected officials, other governmental agencies and housing and community development providers. b) Create distribution network. c) Update information on semi-annual basis.

## **VII. HOMELESS AND SPECIAL NEEDS POPULATION**

Reliable data for assessing the number of unsheltered homeless individuals and families in Santa Fe are scarce. Based on impressions, turn-aways, and other self reported data from service providers in the area (including emergency food programs, utility assistance programs, and medical indigence counts), it is estimated that well over 1,200 individuals are homeless during any given night.

Another factor that complicates estimating the number of homeless in Santa Fe is that the city is a regional hub for services for Rio Arriba, San Miguel, Mora, Taos and Santa Fe counties. A number of families come to Santa Fe who are not necessarily homeless, but are in need of services not available elsewhere, such as medical services for the uninsured or people fleeing domestic violence. Cultural housing patterns complicate the ability to determine homeless needs, as well. Hispanic families, especially, will rely on extended family members for short-term housing and services when lay-offs or other crises occur. Once the crisis is resolved, they return to marginally appropriate housing. Whereas these families are not technically homeless, they may be functionally indigent



while they are in Santa Fe and require many of the same case management and supportive services of those who are homeless.

## A) Homeless

Based on data reported from St. Elizabeth Shelter, Santa Fe's largest homeless facility, individuals seeking homeless services are likely to be male, between the ages of 25 and 59, and will have an ethnicity that is generally reflective of the overall population. Other higher risk groups are children under the age of 18, and young adults between the ages of 18 and 24. The following table reflects information reported from 2002, during which time St. Elizabeth's served 918 unduplicated clients.

<b>Ethnicity</b>	<b>%</b>	<b>Sex</b>	<b>%</b>	<b>Age</b>	<b>%</b>
Hispanic	41%	Male	75%	0-10	6.3%
White, Non-Hispanic	45%	Female	25%	11-17	.8%
Native American	10%			18-24	6.2%
African American	3%			25-59	78.9%
Unknown	1%			60+	7.8%

### 1. Homeless Youth

Data provided by Youth Shelters and Family Services indicates the number and demographic profile of homeless youth served from July 2001 through June 2002. Out of the total number of 1,282 consumers, 171 accessed shelter services, 350 received outpatient counseling/respice/prevention, 39 were provided transitional living services, 60 received community corrections/first offender services, and 662 accessed street outreach services provided by the organization.

<b>Ethnicity</b>	<b>Percentage</b>	<b>Sex</b>	<b>Percentage</b>	<b>Age</b>	<b>Percentage</b>
Hispanic	33%	Male	65%	0-5	2.0%
White, Non-Hispanic	57%	Female	35%	6-12	4.0%
Native American	7%			13-18	53%
Others	3%			19-21	41%

### 2. Mentally ill

The Santa Fe Community Guidance Mental Health Center provides specialized support services to 300 chronically mentally ill adults living in the community, but does not provide housing. About 60 patients are homeless on any given day. Intensive services

are provided to this segment of the population by a state-funded Homeless Mentally Ill Coordinator in conjunction with four emergency beds.

La Luz and Casa Milagro offer housing, counseling and other services to people who are mentally ill. The following profiles are based on the clients served by the organizations in 2002. Eighty-seven people were sheltered and 214 homeless persons who are dually diagnosed received counseling. In addition, 524 clients were given rental assistance, of which 202 were families, and 92 were individuals.

a) Sheltered:

<b>Ethnicity</b>	<b>Percentage</b>	<b># Served</b>
Hispanic	67%	186
White, Non-Hispanic	22%	61
Native American	7%	19
Others	4%	11

b) Received Rental Assistance:

<b>Ethnicity</b>	<b>Percentage</b>	<b># Served</b>
Hispanic	73%	315
White, Non-Hispanic	17%	73
Native American	8%	35
Others	2%	9

## **B) People with Special Needs**

People with special needs for housing include: the elderly, the frail elderly, the developmentally disabled, people with mental illness, people with substance abuse, people with HIV/AIDS and their families, victims of domestic violence, and the dually diagnosed. Without access to affordable housing and supported services, many of these people are in serious danger of becoming homeless in Santa Fe. Of these populations, the elderly and frail elderly are most in need of supportive housing services. Victims of domestic violence comprise a significant sub-population of people in Santa Fe who are in danger of becoming homeless.

The City considers most groups to have “high” priority for housing needs due to the general unaffordability of housing in Santa Fe. People with HIV/AIDS and the physically disabled are considered “medium” priority because of the existence of effective housing programs serving their needs. In addition, many people with AIDS are living longer, more productive lives because of the introduction of new medications which has lessened this group’s reliance on assistance.

**Housing Priority Needs Table**

<b>Category</b>	<b>Need Level</b>	<b>Estimated \$</b>
Elderly	High	\$44,867,800
Frail Elderly	High	\$22,099,000
Severe Mental Illness	High	\$23,712,000
Developmentally Disabled	High	\$4,000,000
Physically Disabled	High	\$2,000,000
Persons w/ Alcohol/Other Drug Addiction	High	\$22,237,000
Persons with HIV/AIDS	Medium	\$2,340,000

*1. Housing needs of the elderly and frail elderly*

In Santa Fe, the greatest need for supportive housing services is experienced by low income, elderly people. The elderly constitute approximately 18% of the total households (17,948) possibly requiring some form of housing assistance, according to 2002 data. Nearly 1,000 units occupied by elderly residents may be substandard. The needs of elderly range from rehabilitation of owner occupied units, subsidized housing, energy assistance, short term respite care, long term congregate housing, adult day care, homemaking assistance, transportation assistance, home health care, home delivered meals and protective services.

Currently, the city has one publicly supported nursing home for the incapacitated elderly, La Residencia. The frail elderly living in their own homes are provided chore/housekeeping and other supportive services by the Senior Services Division of the City, the local Visiting Nurse Service, and Open Hands, a local agency providing adult day care and in-home volunteer services to this population. A newly-completed, 32-unit project provides housing for low-income seniors in the La Cieneguita

subdivision. Some of the seniors living in the project have children and grandchildren living in the single-family houses in the neighborhood.

## *2. Developmentally Disabled*

Four group homes currently house 36 developmentally disabled adults. The same agency that manages these homes also provides case management services for 100-150 developmentally disabled adults and children who reside with their families in the community. Another agency provides support services to over 500 physically disabled adults in the region. These services include benefits advocacy, case management, information and referral, and housing searches in the private market.

## *3. Other Disabilities*

Considering all the afflictions that can constitute a disability, and using national averages, it is estimated that about 17% of all Santa Fe households have a person with a disability. Of this group, almost 40% of the working age population is unable to work, indicating that about 4,000 people have a serious disability, with an additional 3,000 seniors having a disability. For people with disabilities, at least half need housing assistance. Some of these are living in substandard housing, or remain "doubled up" with relatives. The City is currently working with an organization called Accessible Space, Inc. to provide a 20-unit facility for very low-income adults with mobility impairments, traumatic brain injuries, and physical disabilities. The project is partially funded by a Section 811 grant and a HOME program loan, for which the City of Santa Fe is acting as a fiscal agent. The project is located on Cerrillos Road and is expected to be completed by September of 2003.

## *4. Substance Abuse*

The needs of people with substance abuse problems are met through a variety of interconnected programs. Drug counseling and treatment services are offered in the context of other transitional housing services. Recovery of Alcoholics Program (RAP) provides residential treatment for adult substance abusers, and is in the process of developing a transitional housing facility. Ayudantes contains a clinic which provides

drug counseling services and linkages to other programs and Life Link also provides drug counseling as part of its treatment program for the mentally ill. Another agency provides a continuum of residential services to substance abusing adolescents. Persons discharged from substance abuse residential programs are provided ongoing case management services that include housing search efforts.

#### *5. People with HIV/AIDS*

There are over 300 households reported to have AIDS or an HIV-related disability. Among people with AIDS, 50 percent are in need of housing assistance. Housing services for people with HIV/AIDS and their families is made available through a collaborative effort among AIDS providers, led by the Santa Fe Community Housing Trust. The rental programs operated by the SFCHT for people with HIV/AIDS include:

- A Shelter Plus Care Grant;
- A HOPWA Grant;
- Emergency grants for up to 3 months, funded by donations through Santa Fe Cares.

Currently, SFCHT makes approximately 42 rental payments for clients, and has assisted 197 households over the last three years. Southwest C.A.R.E. Center also offers emergency utility payments through the statewide HOPWA entitlement grant funds. People with HIV/AIDS also receive associated services such as job training and support for reintegration. These programs are in need of expansion since new medications are enabling people with HIV/AIDS to sustain productive lifestyles and expanded life expectancies.

### **C) Inventory of Existing Facilities and Services**

The City of Santa Fe and the local service providers are active participants in the statewide *Continuum of Care* process, which is focused on filling gaps in the services provided to the homeless. People in Santa Fe who are homeless, in danger of becoming homeless, or with special needs have access to intensive case management services and assistance in finding housing. Most service providers have a minimal application process and can accept clients and refer people to other services within the same day.

### *1. Outreach*

In Santa Fe, outreach is conducted through the posting of flyers, bulletins, other notices and direct canvassing of the community. Through word of mouth and by searching arroyos and other isolated areas near town, workers from St. Elizabeth Shelter seek out people in need of services. The organization is working with the Salvation Army to expand outreach efforts through the “Hand of Hope” project in which outreach will be conducted near homeless camps in a canteen truck. The objective is to provide referral information, coffee, blankets and rudimentary health care for homeless people who are not currently accessing services. The project is expected to begin in June 2003.

Youth Shelters and Family Services also has a van that travels to identified areas providing regular outreach targeting runaways and homeless youth. Once an assessment and initial intake is complete, the consumer is referred to appropriate programs for food, shelter, clothing, medical and legal needs.

### *2. Transitional Housing*

Access to transitional housing, where it is available, is provided through the emergency shelter network and referrals made through other local human services agencies, local law enforcement, the courts and the Department of Health. Access to supportive services is available through referrals and in many cases, through emergency shelters.

### *3. Permanent and Permanent Supportive Housing*

In Santa Fe, lower income people who are homeless or have special needs are referred to the Santa Fe Civic and County Housing Authorities for public housing units or Section 8 vouchers and certificates for permanent housing. Many of Santa Fe’s emergency housing and transitional housing programs recommend that clients join waiting lists for permanent housing at the intake stage. Additionally, staff acts as resources for identifying and placing clients into permanent housing.

## 2. Inventory of Service Providers

AGENCY	Emergency Shelter		Transitional Housing		Permanent Housing	
	Individuals	Families	Individuals	Families	Individuals	Families
<i>Casa Milagro</i>					12	
<i>Esperanza Shelter for Battered Families</i>	42 beds	1 family room				
<i>Life Link/La Luz</i>					30	8
<i>St. Elizabeth's Shelter</i>	Add'l 52 beds (Nov.—Mar.) 32 beds year round	.	14 transitional units	12 transitional family apts		29 permanent supportive housing units
<i>Youth Shelters and Family Services</i>	12		10-12			
<b>TOTAL</b>	<b>86 year round 106 (Nov – Mar)</b>	<b>1 family room</b>	<b>24</b>	<b>12</b>	<b>42</b>	<b>37</b>

- a) Casa Milagro is designed to provide housing for the severely disabled mentally ill who cannot live in the La Luz facility. This permanent residence provides a farm-based environment where clients are responsible for a caring for an animal and a garden area. These clients have lessened social skills, display a major thought disorder, major mood disorder, a major personality disorder or some other combination of these. Symptoms of these consumers require more specialized and different models to address the varied illnesses and enable independent living to the degree that such independence is possible and maximize their life potential. The services provided are extensive and individualized depending on need. This residence has six beds for males and six beds for females with bedrooms in opposite wings of the house with a common kitchen and common room.
- b) Esperanza provides services that include food, shelter, clothing, case management, legal advocacy, childcare, transportation, counseling for children and counseling for abusers. Esperanza contracts with other nonprofit service providers to move clients into transitional housing.
- c) Hope House previously served as a shelter for homeless persons diagnosed with HIV/AIDS. The agency is reevaluating its program to effectively serve persons who are living longer with AIDS due to medications. They are beginning to focus on job training and life skills training in order to assist those individuals who are prepared to reenter a full life due to dramatic changes in medication regimens.

- d) The Life Link/La Luz is a three-story facility serving severely, disabled mentally ill homeless individuals or a combination of homeless individuals and families with one mentally ill adult. The third floor of the building consists of sixteen studio apartments, a community room for psychosocial and recreational group activities, a large community kitchen, a laundry room, and offices for the case manager and supported employment staff. The second floor consists of six two-bedroom units and two three-bedroom apartments. Two or three individuals will sometimes share living accommodations in the two and three-bedroom apartments respectively. All apartments on the second and third floor have private kitchen and bathroom facilities. The first floor holds the administrative offices, the mental health program, the substance abuse treatment services, and another supported employment office with two units for consumer-run businesses. Services include: outreach to homeless on the street, service and housing needs assessment, case management and advocacy, mental health services, substance abuse treatment, independent living skills and GED educational opportunities.
- e) St. Elizabeth Shelter is an emergency shelter that offers two intensive counseling programs that address substance abuse problems and/or mental health issues as part of its transitional and permanent housing programs. Shelter staff provides case management and counseling with families for up to two years to have families functioning at an independent level as much as possible at the end of that time. Emergency shelter counseling is geared to meet the emergency and short-term needs of the individuals and families. Rental assistance is provided for people moving out of the emergency shelter and into an apartment on their own for up to three months with case management, food and clothing. Food and clothing is also provided to clients in the transitional and permanent supportive housing owned by the shelter. Dinner and breakfast are provided at the emergency shelter, which comes to approximately 25,000 meals served each year. Prescriptions, bus tickets, some clothing and food is provided to homeless people who drop by the shelter but do not stay at the shelter.
- f) Youth Shelters & Family Services administers services for homeless young people who are experiencing homelessness due to family problems such as abuse, drug use, legal problems and poverty. The organization offers a wide range of services that include: safe and secure places to stay, case management, counseling, life skills training, tutoring, respite services and client advocacy. It operates the only emergency shelter for youth in northern New Mexico. The agency serves youth up to age 22 and families with children up to 18 years old. A new shelter is under construction and will be open for services by June, 2003. Services include:

Description of Service	Targeted Ages
• emergency shelter for homeless and runaway youths	ages 10 – 17
• transitional living and life skills training for	ages 16 – 21



homeless teens and young adults in a supervised residential program	
• individual, group, and family counseling, case management and crisis intervention for youth and their families	ages 0 – 18
• prevention and early intervention services for youth who are first offenders involved in the criminal justice system	ages 12 –18
• case management and basic services (i.e. food, showers, clothing, camping equipment) for youth living on the street	ages 0-21
• treatment foster care for at-risk children	ages 4 – 15
• respite care for families with children with neurobiological, emotional, and behavioral disorders	ages 0 – 18
• case management, counseling, employment and life skills training for adjudicated youth integrating into the community	ages 12-18
• drug prevention services and parenting skills for families with children	ages 0-18

#### *5. Program Coordination for Supportive Housing Programs*

Local housing providers of special needs housing services participate in the Affordable Housing Roundtable through the Transitional Housing Coalition. Those agencies that provide supportive services to these populations are members of the Santa Fe Human Services Coalition and other special-services coalitions such as the Youth Providers Council, the Human Needs Coordinating Council, and the Emergency Providers Network. Periodic task force committees are convened to examine specific types of service coordination and ways to improve collaboration.

Priority housing needs in the following table (Homeless Needs and Special Populations) is based on the State of New Mexico Continuum of Care grant application/process, and was adjusted to reflect Santa Fe's specific needs. The application for the upcoming year's funding is currently being developed. See table on next page.

**Table 1A**  
**Homeless and Special Needs Population**

	Homeless Needs and Special Populations	Estimated Need	Current Inventory	Unmet Need / Gap	Relative Priority
	<b>Individuals</b>				
<b>Beds / Units</b>	Emergency Shelter	150	39	111	H
	Transitional Housing	150	7	143	H
	Permanent Housing	240	95	145	H
	<b>Total</b>	<b>540</b>	<b>141</b>	<b>399</b>	<b>H</b>
<b>Estimated Supportive Services Slots</b>	Job Training	100	20	80	H
	Case Management	540	141	399	H
	Substance Abuse Treatment	200	20	180	H
	Mental Health Care	200	95	105	H
	Housing Placement	540	141	399	H
	Life Skills Training	540	102	438	H
	Other				H
<b>Estimated Sub- populations</b>	Chronic Substance Abusers	100	20	80	H
	Seriously Mentally Ill	50	33	17	H
	Dually - Diagnosed	200	62	138	H
	Veterans	162	42	120	H
	Persons with HIV/AIDS	20	16	4	H
	Victims of Domestic Violence	50	19	31	H
	Youth	200	12	188	H
	Other				H
	<b>Persons in Families with Children</b>				
<b>Beds / Units</b>	Emergency Shelter	50	42	8	L
	Transitional Housing	100	35	65	H
	Permanent Housing	100	15	85	H
	<b>Total</b>	<b>250</b>	<b>92</b>	<b>158</b>	<b>H</b>
<b>Estimated Supportive Services Slots</b>	Job Training	80	40	40	H
	Case Management	250	92	158	H
	Substance Abuse Treatment	50	0	50	H
	Mental Health Care	50	20	30	H
	Housing Placement	250	92	158	H
	Life Skills Training	80	50	30	H
	Other				H
<b>Estimated</b>	Chronic Substance Abusers	50	0	50	H
	Seriously Mentally Ill	50	20	30	H
	Dually - Diagnosed	50	20	30	H

<b>Sub-populations</b>	Veterans	10	5	5	M
	Persons with HIV/AIDS	25	11	14	M
	Victims of Domestic Violence	50	19	31	M
	Youth	170	65	105	H
	Other				

#### **D) Strategies for Addressing Needs**

This document addresses needs for outreach and assessment services, shelters, transitional and permanent housing for people who are in danger of becoming homeless. Increasingly, homeless and housing providers work together on a regional basis and are in the process of developing networks to support transportation and referral services among the various agencies. Homeless service providers in Santa Fe state that on average there are approximately 230 individuals in need of emergency shelter on any given night as a result of homelessness. Because there are only about 150 shelter beds in the area, close to 80 individuals are under-served.

Access to emergency shelters is through street outreach, walk-ins, and referrals from social workers, case managers, soup kitchens, the health care system, or the police. As indicated through consultation with local service providers, there is an ongoing need to target people with mental illness and substance abuse problems. In Santa Fe, as is the case within the rest of the state, substance abusers and victims of domestic violence constitute a large percentage of people in need of shelter and other housing and human services.

Local providers who were interviewed by the City and the Enterprise Foundation perceived an overwhelming need for access to transitional housing for all populations, especially for substance abusers and victims of domestic violence. There is still a need for 150 transitional housing units with supportive services. Of these transitional units needed, roughly 45% are needed by families, 20% by youth, and 35% by the mentally ill and dually diagnosed. Also there are approximately 120 veterans who are in need of emergency shelter or transitional and/or permanent housing.

### **Objective A: Address the needs of homeless families and children in Santa Fe.**

<b>Strategy A-1</b>	<i>St. Elizabeth's Shelter will create and continue ongoing programs designed specifically for homeless children as part of transitional and permanent housing programs.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 2	a) Identify funding sources to apply toward the construction of a childcare facility to provide services for families and their children who are clients of St. Elizabeth's. b) Initiate the site acquisition process.
	Years 3 - 5	Initiate the planning and design process for the facility.
<b>Strategy A-2</b>	<i>St. Elizabeth's Shelter will create more apartment units as part of the Family Transitional Housing Program.</i>	
<b>Proposed Accomplishments</b>	Year 1	Plan and initiate design of 12 apartment units.
	Year 2	Initiate construction of apartment units and begin operation.
	Years 3 - 5	Manage and continue maintenance on the 12 new units.
<b>Strategy A-3</b>	<i>Esperanza will plan to build transitional units for victims of domestic violence.</i>	
<b>Proposed Accomplishments</b>	Year 1	Plan and initiate design of transitional units.
	Year 2	Initiate construction of transitional units and begin operation.
	Years 3 – 5	Manage and continue maintenance on the new units.
<b>Strategy A-4</b>	<i>Recovery for Alcoholics Program (RAP) will build a 20-bed transitional facility.</i>	
<b>Proposed Accomplishments</b>	Year 1	Plan and initiate design of transitional units.
	Year 2	Initiate construction of units and begin operation.
	Years 3 - 5	Manage and continue maintenance on the new units.

**Objective B: Address the needs of homeless individuals and families who are mentally-ill.**

<b>Strategy B-1</b>	<i>The Life Link/La Luz facility will increase capacity to meet the needs of the homeless mentally-ill.</i>	
<b>Proposed Accomplishments</b>	Year 1	Identify funding sources and initiate application process to develop a four-unit complex to provide housing for young women, some with children who need housing and supportive services.
	Years 2 – 5	Develop project and initiate planning and site acquisition. Complete four-unit complex and begin operations.
<b>Strategy B-2</b>	<i>The Life Link/La Luz facility will create more units for families with mental illness.</i>	
<b>Strategy B-3</b>	<i>Provide rental assistance to people living with HIV/AIDS through administration of a Shelter Plus Grant.</i>	
<b>Strategy B-4</b>	<i>Provide rental assistance to people living with mental illness and co-occurring substance use through administration of a Shelter Plus Grant.</i>	

<b>Proposed Accomplishments</b>	Year 1	a) Work with La Luz to plan the construction of 8 units of family housing for families with mental illness. b) Continue administering the Shelter Plus Grant to support SFCHT's rental assistance program for people with AIDS, serving 12-20 tenants monthly. c) Continue administering the Shelter Plus Grant to support La Luz's rental assistance program for people with mental illness, serving 20 tenants monthly.
	Years 2 – 5	a) Apply for funds to construct units. b) Continue activities from Year 1 (b,c).

**Objective C: Address the needs of homeless individuals and families who are in danger of becoming homeless because of HIV/AIDS.**

<b>Strategy D-1</b>	<i>Provide rental assistance to people living with HIV/AIDS through the administration of a Shelter Plus Care grant.</i>	
<b>Proposed Accomplishments</b>	Years 1 - 5	Continue administering Shelter Plus Care grant to support SFCHT's rental assistance program for people with AIDS, serving 18 -24 tenants monthly.

**Objective D: Address the needs of homeless youth and young adults who are at risk of becoming homeless in Santa Fe.**

<b>Strategy D-1</b>	<i>Youth Shelters and Family Services will increase capacity to meet the needs of youth in Santa Fe, especially in terms of preventing homelessness.</i>	
<b>Proposed Accomplishments</b>	Year 1	Develop a transitional housing project for youth and young adults that will include a variety of supportive services for 27 individuals.
	Year 2	Construct a transitional housing project and begin operations.
	Years 3 - 5	Continue operation of housing project.

**Objective E: Address the housing needs of persons with mobility impairments, traumatic brain injuries, and physical disabilities.**

<b>Strategy E-1</b>	<i>The City will work with Accessible Space, Inc. to ensure that the ASI facility is leased up and managed in a manner consistent with the City's policies regarding housing for very low-income persons with special needs.</i>	
<b>Proposed Accomplishments</b>	Year 1	Oversee project completion, marketing and lease up process.
	Years 2 - 5	a) Monitor management of project to ensure that all aspects of the project's operation meet the community's needs. b) Provide ongoing support to the developer and property management team

## **VIII. PUBLIC HOUSING**

The Santa Fe Civic Housing Authority (SFCHA) is currently a “High Performer” as per HUD’s Public Housing Management Assessment Program (PHMAP). As a fundamental policy for reducing the number of families living below the poverty line, SFCHA supports and encourages Family Self Sufficiency (FSS) efforts. Families admitted from the waiting list are required to meet with the agency’s coordinator to be advised of the program benefits. The family is given the opportunity, and usually encouraged to participate in the program, which is aimed at increasing the family’s eventual transition into homeownership. Also, the agency has created a nonprofit corporation called *Casas de Buena Ventura* (CBV), whose mission is to provide affordable rental housing stock within the community. This is accomplished by actually developing rental units in housing developments or through acquisition of lower cost units at risk of being lost from the city’s supply of affordable housing.

In the past, the Housing Authority worked cooperatively with the City’s Parks and Recreation and Police Departments, and the AmeriCorps program to support a number of site improvements aimed at upgrading the living environment within the community. An ongoing project was the Second Street/La Canada neighborhood revitalization effort. The SFCHA shares information with the Welfare (TANF) Agency regarding mutual clients for rent determinations and other reasons.

### **A) Inventory of Public Housing Units**

The Santa Fe Civic Housing Authority (SFCHA) has 461 units of public housing in its inventory. Of these, 258 are occupied by elderly residents and families live in the remaining units. The SFCHA administers approximately 450 Section 8 vouchers and 200 households are assisted through the Public Housing Drug Elimination Program. All of the units in the SFCHA inventory range in age from 10 – 40 years. In the past five years, none of the units in the SFCHA inventory has been subject of a major rehabilitation. Needed improvements include: re-roofing, pavement maintenance, appliance replacement, landscaping and other cosmetic maintenance.

## **B) Housing Needs**

### *1. Housing Needs of Families on Public Housing Waiting List*

There are 709 families on the waiting list for public housing units. Of these, 92.3% (654 families) have incomes less than 30% of the area median income. Forty-six families (6.5%) have incomes less than 50% but greater than 30%, and nine families have incomes between 50 and 80%. The Housing Authority gives preference to families who currently live and/or work in the jurisdiction and residents who are elderly.

<b>Public Housing Waiting List</b>	<b># of Residents</b>	<b>% of Total</b>
Families with Children	297	41.8%
Elderly Families	54	7.6%
Families with Disabilities	244	34.4%
Hispanic	474	66.8%
White	210	29.6%
African-American	15	2.1%
Native American	10	1.4%

Since 2000, the waiting list for public housing units has grown significantly, particularly for families with children (from 29.5% of the total in 2000) and people with disabilities (from 1% in 2000).

<b>Characteristics by Unit Size</b>		
1 BR	412	58.1%
2 BR	212	29.9%
3 BR	77	10.9%
4 BR	8	1.1%

### *2. Housing Needs of Families on Section 8 Waiting List*

Currently, 1,567 families are on the SFCHA waiting list to receive Section 8 vouchers. Of these, 1,425 (91%) residents have incomes below 30% of the area median income, 94 (6%) earn between 31 and 50% of area median income, and 47 (3%) earn up from 51% to 80% of the area median income.

<b>Section 8 Waiting List</b>	<b># of Residents</b>	<b>% of Total</b>
Families with Children	827	52.7%
Elderly Families	205	13%
Families with Disabilities	108	6.8%
Hispanic	1042	66.5%
White	438	28%
African-American	15	1%
Native American	72	4.5%

During the last ten years, the SFCHA prioritized compliance with the Section 504 Assessment and exceeded accessibility requirements by converting an additional six units. The greatest need for Section 504 units is among the Housing Authority's elderly residents. According to the agency's planning director, no units are expected to be lost from the inventory as a result of Section 504 compliance efforts and Section 8 opt outs.

### **C) Consistency with City of Santa Fe's Consolidated Plan**

City staff has reviewed the SFCHA's Action Plan and concluded that the policies and activities implemented by the Housing Authority are consistent with broader community development objectives. Specifically, the Housing Authority focuses its efforts on the elderly and persons of very low income, the needs of which are identified as High Priority in this document. In addition, staff from the Housing Authority participated in the consultation process organized and offered by the City of Santa Fe in the development of this document.

The primary mission of the Santa Fe Civic Housing Authority is to increase the availability of decent, safe and affordable housing for the residents of Santa Fe. In order to address the community's need for affordable housing, the SFCHA will undertake the following objectives and strategies.

### **Objective A: Address the shortage of affordable housing for eligible populations.**

<b>Strategy A-1</b>	<i>The SFCHA will apply for additional rental vouchers when available.</i>	
<b>Strategy A-2</b>	<i>The SFCHA will acquire or build units when funding is accessible.</i>	
<b>Strategy A-3</b>	<i>The SFCHA will implement outreach campaign to Section 8 landlords.</i>	
<b>Strategy A-4</b>	<i>The SFCHA will employ effective management procedures and maintenance policies to minimize the number of units off line and initiate the rehabilitation of aging units.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Increase the number of rental vouchers in the City by 1%.</li> <li>b) Implement planning process to add 2 units to SFCHA's inventory.</li> <li>c) Increase number of Section 8 landlords by 1%.</li> <li>d) Continue ongoing efforts to maximize number of available units in SFCHA's inventory.</li> </ul>



**Objective B: Improve the community's quality of life and economic vitality.**

<b>Strategy B-1</b>	<i>The SFCHA will de-concentrate poverty by bringing higher income residents into lower income developments and increasing the access of lower income residents to higher income developments.</i>	
<b>Strategy B-2</b>	<i>The SFCHA will implement security improvements in all Public Housing developments.</i>	
<b>Strategy B-3</b>	<i>The SFCHA will coordinate with police, nonprofit agencies and other governmental entities to implement neighborhood revitalization projects.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Develop and implement strategy for diversifying income levels of residents.</li> <li>b) Continue working collaboratively with the Police Department and the SFCHA to ensure the safety of public housing residents.</li> <li>c) Continue working collaboratively with the Police Department and the SFCHA to further neighborhood revitalization efforts.</li> </ul>

**Objective C: Increase the self sufficiency of public housing residents and expand asset development.**

<b>Strategy C-1</b>	<i>The SFCHA will provide and/or attract supportive services that increase residents' employability through job training and continuing education.</i>	
<b>Strategy C-2</b>	<i>The SFCHA will provide/attract supportive services that increase the independence of elderly and frail elderly residents and families with disabilities.</i>	
<b>Strategy C-3</b>	<i>The SFCHA will adopt rent policies that support and encourage work for residents at income levels lower than 50%.</i>	
<b>Strategy C-4</b>	<i>The SFCHA will apply for special purpose vouchers targeted to families with disabilities when available.</i>	
<b>Strategy C-5</b>	<i>The SFCHA will outreach and coordinate with nonprofit agencies that assist families with disabilities and special needs.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	The City will continue to work closely with staff from the SFCHA to support all collaborative efforts to address Santa Fe's shortage of affordable housing, prioritizing the elderly and frail elderly and residents with very low incomes.

## **IX. LEAD-BASED PAINT**

The City continues to educate families on the dangers of lead-based paint; identify and estimate low- and very low-income neighborhoods that might be likely locales for lead poisonings; and consult with various agencies which treat lead-based paint poisonings in children. The City's strategy for addressing issues related to lead-based paint will comply with HUD's new regulations, in effect as of September 2000.

Mitigating for lead-based paint was a consideration for all home rehabilitation activities by Neighborhood Housing Services of Santa Fe and Open Hands. While more than 3,300 houses could have been painted with lead-based paint, it has been the experience of both NHS and Open Hands that nearly all the older homes were finished with plaster. The City's strategy for the reduction of lead-based paint hazard entails working closely with local contractors and non-profit housing providers to ensure that all requirements under federal lead based paint regulations are being met.

**Objective A: Mitigate the health risks and dangers posed by lead-based paint.**

<b>Strategy A-1</b>	<i>Educate families who are rehabilitating a unit or buying a home purchased with HUD funds about the dangers of lead-based paint.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Provide bilingual notice and detailed instructions of what to do if lead paint is suspected to be present in the home and precautions to take to prevent poisoning.</li> <li>b) Require each family to read and sign the notification.</li> <li>c) Follow federal notification procedures and require the distribution of informational materials to all residents of homes built prior to 1978, disclosure of lead-based paint to prospective buyers/occupants and written notification to occupants informing them of the results of lead hazard evaluation or reduction activities.</li> </ul>
<b>Strategy A-2</b>	<i>Identify low- and very low-income neighborhoods and units with lead-based paint hazards.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Focus efforts in Census Tract 11.04, which contains the largest concentration of homes built prior to 1978, or approximately 2,463 homes. It is estimated that 16% of these homes, about 394 units, could contain lead based paint.</li> <li>b) Coordinate efforts to identify lead based paint with other services, especially those focused on residents living below poverty. Tract 11.04 is the city's most populous – with 9,069 residents – of which 16% live below poverty.</li> </ul>
<b>Strategy A-3</b>	<i>Evaluate lead-based paint hazards.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Evaluate any home built prior to 1978 for the presence of lead based paint through visual assessment, paint testing, and risk assessment that is rehabilitated by local non profit housing providers.</li> <li>b) Test by X-ray fluorescence any home occupied by children under the age of seven through certified laboratory.</li> </ul>

		<ul style="list-style-type: none"> <li>c) Proceed with reduction activities in the case that lead-based paint is found, including paint stabilization, interim controls and treatments.</li> <li>d) Follow all safe work practices when performing lead paint reduction work or during rehabilitation of homes known to contain lead based paint.</li> <li>e) Perform visual assessments as part of ongoing maintenance to determine the re-emergence of hazards.</li> </ul>
<b>Strategy A-4</b>	<i>Consult with Health and Child Welfare Agencies.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Continue working with the New Mexico State Health Department, Office of Epidemiology to determine rates of lead-based paint illness, to assure that New Mexico's low rate of paint related illnesses (3.5% of all children) does not increase.</li> <li>b) Continue updating information collected from state and local agencies who keep track of lead-based paint hazards, such as the Santa Fe Civic Housing Authority, the Santa Fe County Health Department and three state agencies, the New Mexico Environmental Department, Hazardous Materials Bureau; the New Mexico Corporation Commission, Regulatory and Licensing Bureau; and the New Mexico Construction Industries.</li> <li>c) Follow federal regulations in the event that a poisoned child is identified by communicating with state and local health agencies to provide addresses of children with elevated blood lead levels. Proceed with an immediate abatement process and follow all proper notice and disclosure procedures.</li> </ul>

## **X. ANTI-POVERTY STRATEGY**

The most important way in which the City of Santa Fe is addressing poverty is through supporting the activities of affordable housing providers, members of the Roundtable, economic development organizations and human services providers. In recent years, the growing disparity between Santa Fe's poor and rich has become increasingly evident. As wealth is concentrated in the hands of a few, the community is less likely to make decisions that benefit the communal good. Through the activities articulated in this Plan, the City is committed to raising the standard of living of all Santa Fe residents.

**Objective A: Raise the standard of living of all Santa Fe residents, especially those living in poverty.**

<b>Strategy A-1</b>	<i>Diversify the economy to attract higher wage jobs and varied employment</i>
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	<i>opportunities.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	Continue supporting economic development programs that focus on diversification of job opportunities and job creation.
<b>Strategy A-2</b>	<i>Expand affordable housing options so that residents are able to lessen their housing cost burden and have greater percentage of their incomes available to meet other needs.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	Continue supporting housing and rehabilitation programs that increase homeownership opportunities through funding assistance, homebuyer counseling, rental and owner rehabilitation assistance and other services.
<b>Strategy A-3</b>	<i>Provide all citizens with access to the community's economic and educational offerings.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	Continue supporting educational and apprenticeship opportunities.
<b>Strategy A-4</b>	<i>Revitalize existing neighborhoods so that they contain a vital mix of affordable housing, safe and accessible recreation sites, job opportunities and other economic investment possibilities.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Continue working with the Santa Fe Police Department and the Santa Fe Civic Housing Authority to revitalize the public housing development located in La Canada/2<sup>nd</sup> Street neighborhood.</li> <li>b) Continue working with relevant departments, including Planning and Land Use to implement the revitalization plan, including reducing crime, encouraging resident participation in neighborhood beautification and re-establishing a community park.</li> </ul>

## ***Section Two – ECONOMIC DEVELOPMENT***

Historically, Santa Fe has been a center of trade, commerce, and a civic center for much of its four centuries. The city and its surrounding communities have supported land-based livelihoods, with families fulfilling their needs through farming, ranching, and harvesting the resources of the surrounding valleys and mountains. With the advent of the railroad through the postwar boom of the 1950's, the city was transformed by an influx of newcomers, in the form of tourists and industry related to the establishment of the Los Alamos Laboratories. As cash income became the primary form of exchange, land ownership and economic activity shifted from older community and family holdings into a global, wage-based market. As a result, fewer opportunities existed for the traditional work skills of Santa Fe's residents.

Today, the City continues to face a complex mix of challenges to expand the economic opportunities of its lower and moderate-income citizens. A viable economic development strategy is proactive: it anticipates and responds to future growth, but more importantly, adheres to a vision of economic prosperity that is regional, sustainable, and equitable.

Adopted in June of 1996, the City's *Community Economic Development Plan*, (CEDP) is a strategic plan directing the City's development of Santa Fe's economy. The *Plan* addresses local and regional relationships in the context of Santa Fe's economy, identifies existing industries with potential for development, develops goals and effective actions to achieve these goals, and creates opportunities for economic development.

Goals outlined in the CEDP include:

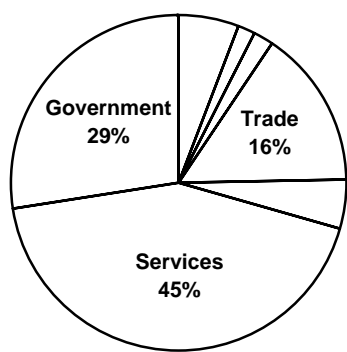
- Implementing comprehensive economic development policies that address both local and regional objectives and relationships.
- Directing major economic development initiatives toward creating opportunities for local residents that result in a steady improvement in the standard of living for the community and that the city's economic prosperity is shared equitably.
- Fostering the region's economic development while preserving its unique and diverse quality of life.

- Sustainable use of the region's natural, financial, technological and physical resources.
- Diversifying the economic base of the City to create a vibrant and sustainable mix of jobs and opportunities.

At 45% and 29%, respectively, the services and government sectors in Santa Fe's economy are predominant, due to the city's role as the state's capitol and to its popularity as a tourist destination. This concentration provide a large number of jobs and low unemployment, but also limits the number of high paying jobs and the multiplier effect of these jobs in the local economy. One barrier to diversifying the economy is related to the City's limited capital investment in infrastructure, including basic infrastructure like roads and utilities and telecommunications infrastructure required for high technology and communications. Another barrier is the city's lack of affordable housing.

Another contributing factor to Santa Fe's lack of economic diversity is related to the homogeneity of prevailing financial and management structures which encourage business investment in tourism businesses and high-end residential developments, rather than supporting innovative entrepreneurial efforts. Finally, economic development efforts are often hampered because they are not linked with workforce development incentives.

## I. EXISTING EMPLOYMENT



% Employment Sectors --  
2002

As of October 2002, the Santa Fe Metropolitan Statistical Area (includes the city, Santa Fe County and Los Alamos County) had a non-agricultural civilian labor force of 78,689. The MSA's unemployment rate of 2.8% was lower than the national average of 5.7% and well below the state's average unemployment rate of 5.6%. It should be noted that the MSA, by combining Santa Fe

and Los Alamos counties, distorts the single county figures of 0.8% for Los Alamos and 3.1% for Santa Fe. The main point remains the same, however – Santa Fe enjoys lower unemployment rates than the state or the nation as a whole.

The Government, Trade and Services sectors in Santa Fe comprise 90% of the MSA's economic activity. Other sectors include: Construction (7%), Financial, Insurance, Real Estate (5%), and Manufacturing (2%). Santa Fe's major employers include the State of New Mexico, with approximately 9,000 employees in Santa Fe County; Santa Fe Public Schools, with 1,900 employees; U.S. Government, with 1,750; the City of Santa Fe, with 1,500 employees; and St. Vincent's Hospital, with a staff of over 1,300.

According to the State of New Mexico Department of Labor, nonagricultural wage and salary employment in Santa Fe rose by 2.1% from October 2001 to October 2002.

Growth in specific sectors included:

<b>Sector</b>	<b>Jobs Created</b>	<b>% Change 2001-2002</b>
Construction	-300	-6.5%
Services	600	2.6%
Government	700	2.7%
Trade	500	3.3%
Finance	100	2.7%
Manufacturing	50	2.9
Transportation, Communications, and Public Utilities	0	0

While earnings in the retail and service sectors represent the largest gains over the last two decades, these jobs typically generate below average earnings. Consequently, many of the City's economic growth goals focus on diversifying the local economy to provide better paying jobs.

The labor force participation rate, the percentage of the population 16 years of age and older who are either employed or unemployed, but actively looking for a job, is about 50% to 55% in Santa Fe. The combination of the state capital in Santa Fe, Los Alamos National Laboratory in Los Alamos and the strong hospitality industry create more jobs than the local labor pool can fill. This means that:

- 1) Santa Fe's work force is mobile, and possesses skills transferable in the regional economy.
- 2) A significant number of City residents commute to higher paying jobs in Los Alamos and Albuquerque.
- 3) Workers commute into the City from surrounding regions (Rio Arriba, San Miguel, Bernalillo and Sandoval Counties, for example) to fill lower-paying, service sector jobs.
- 4) Many Santa Fe County residents are self-employed.

## **II. EMPLOYMENT GROWTH**

Employment growth for the Urban Area is estimated based on the population increase projected for year 2020. The distribution of jobs across the various economic sectors is expected to reflect growth projections and a balanced land-use/housing program. Retail, services, and government are likely to be the leading employment sectors, although government employment is not expected to grow at the same rate as the population. It should be noted that Los Alamos National Labs are managed by the University of California, and LANL jobs are counted as state government employment.

## **III. TOURISM AND RETAIL**

Tourism is a major component of the Santa Fe economy, and the city is a major contributor to the state's tourism industry. Santa Fe County ranks second in the state for travel expenditures. To meet the visitor demands for lodging, there are over 4,000 hotel, motel, and bed and breakfast rooms in Santa Fe, according to the Santa Fe Convention and Visitors Bureau. Hotel occupancy in Santa Fe County is typically the highest of any community in the state. In fact, during 2002, hotel and motel occupancy averaged almost 65 percent. The city's lodgers tax receipts were \$5.4 million in FY 2001/02.

Downtown retailing activity is dominated by eating and drinking establishments, art galleries and clothing stores. In addition, vendors around the Plaza sell jewelry and other hand-made accessories. In recent years, annual rents in selected areas have



climbed past \$100 per square foot and national specialty retail chains have moved in, such as *Banana Republic* and *J. Crew*. During public meetings for the *General Plan*, residents expressed the need to retain retail businesses in downtown that serve everyday needs. Tension between the desire to support local merchants versus the convenience and perceived lower prices of national chain stores is an ongoing issue in Santa Fe.

Another policy related to tourism is the *Culture, Arts and Tourism Plan* (CAT Plan) developed by the City and County of Santa Fe, and adopted in June, 2000. The purpose of the project was to identify the Santa Fe area's artistic, cultural, natural, and heritage resources and articulate the community's desires around promoting, preserving, and managing the resources in the context of a tourism-based economy. The study area includes the City of Santa Fe and that portion of Santa Fe County from the Madrid/Galisteo area to the northern boundary of the county. Goals identified in the CAT plan are:

- Include local community needs in developing tourism management plans.
- Coordinate planning and develop infrastructure to manage tourism to minimize negative impacts and maximize benefits.
- Maintain the authentic character of Santa Fe's culture, heritage, and environment as the basis of the visitor experience.
- Attract and educate cultural tourists who will appreciate and support Santa Fe's heritage and arts.
- Reduce vehicles and traffic congestion downtown.
- Create a future for youth in Santa Fe's culture and tourism industries.

#### **IV. EMPLOYMENT PROSPECTS**

According to the New Mexico Department of Labor, a typical Santa Fe County establishment employs eight persons, and over 60 percent of all businesses have fewer than five employees, not including self-employed individuals. Economic development strategies must respond to the predominance of small businesses in the local economy.

Current approaches include providing financing and technical assistance to small business entrepreneurs, and making available affordable sites and space.

Based on interviews conducted with local economic development service agencies, the City should continue to take an active role in economic development activities. The perception is that job opportunities in Santa Fe generally are not varied enough or of high enough quality to meet the needs of Santa Fe residents, especially those of moderate income. Interviewees felt that the City was moderately responsive in addressing the economic development needs of its residents and should continue to take an active role in several areas. The areas identified as “most important” include:

<b>“Most Important” Activities</b>	<b>Percent of Respondents</b>
<b>Taking a regional approach</b>	<b>94%</b>
<b>Diversifying the economy</b>	<b>91%</b>
<b>Developing a proactive business climate</b>	<b>83%</b>
<b>Developing a highly skilled workforce</b>	<b>80%</b>
<b>Promoting business/industrial clusters</b>	<b>77%</b>

Activities that were identified as being “moderately important” included: recruiting businesses to fill gaps in current industrial clusters, increasing public funding of financial assistance programs (revenue bonds, loan programs, etc.), supporting the expansion and retention of existing local businesses, streamlining the approval process for appropriate commercial and industrial development, supporting telecommuting, and supporting the expansion of infrastructure to commercial and industrial land.

#### **Priority Needs for Economic Development**

<b>Category</b>	<b>Need Level</b>	<b>Estimated \$</b>
Rehabilitation; Publicly or Privately-Owned Commercial	None	\$0
Land Acquisition/Disposition	Low	\$0
Infrastructure Development	High	\$5,000,000
Building Acquisition, Construction	High	\$4,000,000
Other Commercial/Industrial Improvements	High	\$4,000,000
Direct Financial Assistance to For Profits	High	\$800,000
Technical Assistance	High	\$375,000
Micro-Enterprise Assistance	High	\$375,000
<b>TOTAL</b>		<b>\$14,550,000</b>

## **V. STRATEGIES FOR ECONOMIC DEVELOPMENT**

*(Note: Beginning in April, 2003, the City will be updating its Community Economic Development Plan. This process is expected to continue through September, 2003, at which time an updated plan will be presented to the City Council for adoption. While some adjustments to the strategies listed here are to be expected, the strategies presented here are based on the existing, adopted economic development plan.)*

The strategies outlined in this plan include a number of specific programs as well as policies intended to improve the overall business climate and establish positive working relations with the private sector. These strategies are intended to protect and enhance existing business and nurture new startups; work with business, education, and service providers to enhance the skills of the labor force; target industries that will diversify Santa Fe's economy and provide good wages; and improve access to affordable housing and local-serving retail.

### **A) Need for Workforce Development**

Although a large portion of Santa Fe's work force is highly educated, there is a mismatch between the existing skills of Santa Fe residents and the needs of the labor market. Jobs requiring highly educated workers and jobs created in the low-paying services sector, such as those related to retailing and hospitality services, are easily filled by the City's existing labor force. Few residents have appropriate skills to fill jobs offered by newly emerging services industries, such as high technology. Consequently, the market is not offering much opportunity to the city's residents with "medium" level skills. Because of this trend, workforce development and the expansion of increased educational opportunities will enable workers to acquire the skills necessary to pursue better paying jobs.

**Objective A: Promote workforce development and educational opportunities to increase the career opportunities, earning capacity and productivity of Santa Fe workers and businesses.**

<b>Strategy A-1</b>	<i>Increase the number of jobs available to residents through strategies directly linking economic programs to the City's workforce development initiatives.</i>	
<b>Strategy A-2</b>	<i>Develop and support training programs, seminars, apprenticeships and continuing education programs to strengthen the functional employment skills of Santa Fe residents entering the workforce.</i>	
<b>Strategy A-3</b>	<i>Support collaborative efforts of economic development organizations to provide job training and career-development programs.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Develop new strategies for workforce development as a part of the update of the Community Economic Development Plan.</li> <li>b) Facilitate collaborative efforts between organizations such as: SER: Jobs for Progress, Santa Fe Economic Development, Inc., Santa Fe Business Incubator, Regional Development Corp. and others as appropriate.</li> <li>c) Continue staff involvement and membership with the following: Santa Fe Collaborative/Welfare to Work Initiative, Santa Fe County Community Council for Welfare Reform, Workforce Development Board (State of New Mexico), Business Advisory Committee, Santa Fe Chamber of Commerce, Tri-County Higher Education Association (THEA), Success at Work (SAW).</li> </ul>
<b>Strategy A-4</b>	<i>Identify specific workforce skills needed in the Santa Fe economy.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	Work with the private industry council, SFEDI, the Santa Fe Community College, and workforce training programs to expand linking jobs to workers, by providing access to data and by assisting in obtaining research funding.

## **B) Need to Improve Santa Fe's Business Climate**

The key to a good business climate is in viewing government as providing services to the community as a whole, and then determining what kinds of regulatory and policy tools will facilitate business development. Other factors include: looking at how quickly and easily permits are applied for and processed, relative costs of permits, development costs, fees and taxes, and other less quantifiable concerns, such as the customer service orientation of City personnel and elected officials.

In Santa Fe, economic development efforts are hampered by several factors related to the city's business climate. Primarily, available sites for commercial and industrial development are limited in quantity and expensive in terms of acquisition and development costs. Additionally, time-consuming regulatory processes can add as much as 14 to 20% to the cost of the project in delays and financing charges.

In order to improve communication between the private sector and government agencies, the City's Community Development and Land Use Planning Divisions are committed to promoting awareness of the needs of businesses among City personnel and improving efficiency in processing applications for permits and licenses. The City also works closely with community based economic development providers, other governmental agencies and the private sector to increase public awareness about developing businesses and industries, and their potential impacts for the future of the region's economy.

**Objective B: Develop and maintain an attractive climate for conducting business in Santa Fe.**

<b>Strategy B-1</b>	<i>Strive to ensure that the City's regulations are appropriate to accomplish economic development goals, but are not unnecessarily burdensome or time-consuming.</i>	
<b>Strategy B-2</b>	<i>Improve interdepartmental communication and customer service within City agencies and increase public awareness about the development review process in order to expedite applications.</i>	
<b>Strategy B-3</b>	<i>Provide information to the community to foster informed decisions about economic development initiatives</i>	
<b>Proposed Accomplishments</b>	Years 2 – 5	<ul style="list-style-type: none"> <li>a) Reduce the time required for licensing and permitting procedures to make applicant's review process as efficient as possible.</li> <li>b) Prepare an easily-updated handbook on permitting procedures useful to new and existing businesses. Distribute through economic development providers, City staff and make available through the City's website.</li> <li>c) Implement periodic reviews with the business and residential community to identify problem areas and devise appropriate strategies for mitigation.</li> <li>d) Continue to provide projections and evaluations of scenarios to portray the potential impacts of various economic development initiatives on the community.</li> </ul>

**C) Need for Business Development, Information Services, and Financial Support for Economic Development Initiatives**

The promotion and maintenance of a healthy economy requires attention to the needs of the entire range of businesses and the jobs they provide, generally in the form of the creation, retention, expansion, and attraction of businesses. A comprehensive

approach requires developing a continuum of support for Santa Fe businesses from the initial start-up of a small home business to a successful company seeking to expand its current facilities to an outside company wanting to relocate here.

Santa Fe offers many incentives for business development including an internationally recognized identity, a very high quality of life, a pleasing climate, beautiful physical setting, the presence of higher education facilities, large creative talent base, and growing cooperation in regional economic development efforts. Challenges to development include high land costs, a shortage of affordable housing, high commercial rents and periodic shortages of supply, insufficient finance mechanisms, and a low inventory of industrial facilities and sites. Increasingly, Santa Fe's lack of adequate infrastructure, particularly high technology infrastructure such as telecommunications facilities, affects business decisions.

The City of Santa Fe's Community Development Division approaches these challenges in a variety of ways. These include: supporting economic development services which promote business creation, retention, expansion, and attraction; instituting regulatory reform, such as the development of the home occupation ordinance; and collaborating with economic development providers, local financial institutions, other governmental agencies and members of the business community. Sharing information resources and facilitating community wide strategies for economic development such as the development of industry clusters and sector development are also important City objectives.

**Objective C1: Facilitate partnership, networking, and marketing opportunities between economic development providers, government agencies and for profit entities.**

<b>Strategy C1-a</b>	<i>Continue staff participation in the Santa Fe Economic Development Alliance.</i>
<b>Strategy C1-b</b>	<i>Develop and implement a small business loan program with the New Mexico Community Development Loan Fund</i>

<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Continue staff participation in the <i>Santa Fe Economic Development Alliance</i>.</li> <li>b) Assist 24 (or 12 per year) small businesses with financing, planning and other management services</li> </ul>
<b>Strategy C1-c</b>	<i>Continue to provide funding for administrative support of the Santa Fe Business Incubator (SFBI) and technical assistance for grant seeking.</i>	
<b>Proposed Accomplishments</b>	Years 2 – 5	Continue to operate and refine program goals and implementation of the Business Opportunity Program (BOP). Assist a minimum of 30 businesses.
<b>Strategy C1-d</b>	<i>Increase public awareness regarding economic development options as part of a community wide marketing strategy.</i>	
<b>Strategy C1-e</b>	<i>Maintain economic development staff to assist new and expanding businesses in site selection, training, and opportunities for technical and financial assistance.</i>	
<b>Strategy C1-f</b>	<i>Continue to identify, pursue, and capture state, federal, and other economic development, and worker training funds.</i>	
<b>Strategy C1-g</b>	<i>Conduct, update and implement relevant studies on the Santa Fe economy, the data from which will shape ongoing economic development activities and future policies.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Update the Community Economic Development Plan (CEDP) to identify goals and objectives for economic development activities.</li> <li>b) As a part of the CEDP update, identify metrics for measuring the impacts of economic development activities.</li> <li>c) Focus outreach and marketing campaigns on entrepreneurs and high wage industries.</li> <li>d) Utilize GIS database to track businesses, including home-based occupations, and analyze positive return to community's economy.</li> <li>e) Implement an econometric model, linked to the City's GIS systems, to determine fiscal impacts and benefits of potential development.</li> </ul>

### *Sector/Industry Cluster Development*

Several recent studies of the city and regional economy have identified industry clusters other than tourism and government that have been successful in Santa Fe. These include arts and crafts; biomedical research and manufacturing; fashion, including clothing and jewelry; food processing; film production and communications; furniture manufacturing; medicines, including traditional and alternative medicines and healing; publishing; and technology transfer, particularly related to Los Alamos National Laboratories.

**Objective C2: Expand the economic base of Santa Fe through the creation, retention, expansion and attraction of businesses which fit the character, resource and value systems of Santa Fe.**

<b>Strategy C2-a</b>	<i>Update the CEDP to provide clear direction for economic development activities.</i>	
<b>Strategy C2-b</b>	<i>Continue to write grants to receive funding from the Economic Development Administration to support the projects such as the Aviation Business Center and the Business Incubator.</i>	
<b>Strategy C2-c</b>	<i>Continue supporting professional membership associations.</i>	
<b>Strategy C2-d</b>	<i>Promote the creation of industry trade groups and support ongoing staff participation on a quarterly basis.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ul style="list-style-type: none"> <li>a) Produce updated CEDP by October, 2003.</li> <li>b) Work with TRADE, SFEDI, the Business Incubator, the Regional Development Corp. (RDC) and other economic development providers to encourage appropriate industry clusters.</li> <li>c) Continue staff membership in professional associations to provide ongoing professional training and career development.</li> <li>d) Continue supporting SFEDI's "gardening strategy" to grow small businesses.</li> </ul>

**D) Land Use**

According to the City of Santa Fe Planning and Land Use Department, growth projections for 2020 indicate that employment growth will reflect the current ratio of one job per dwelling unit. Currently, the Urban Area has approximately 1.2 jobs per dwelling unit, but it is likely that this ratio could be as high as 2 jobs per unit. The 2000-2020 projections anticipate the addition of 13,000-20,000 new housing units and 13,000-20,000 additional jobs during that time. Future jobs are expected to be divided into the following sectors:

- Office/Service **58%**
- Retail **33%**
- Manufacturing/Wholesaling/Warehousing **9%**

Each employment sector generates a specific employment density, expressed in terms of persons per acre. For example, the Office/Service sector requires 30 persons per developed acre; the Retail sector will employ 20 persons/acre; and the Manufacturing / Wholesale / Warehouse has a ratio of 10 persons/acre. Therefore, an additional 13,000



– 20,000 jobs requires 583 to 897 acres to be developed by 2020, according to anticipated job distribution and densities.

In order to maximize future economic development opportunities, the City continues to analyze specific sites, zoned for industrial, commercial and business park uses as shown on the Future Land Use Map (from the *General Plan*) for developable potential. Factors considered include location, appropriate zoning, available infrastructure, size, and other factors.

**Objective D: Support community-based economic development initiatives consistent with the General Plan, the Community Economic Development Plan, and ongoing land use policies.**

<b>Strategy D-1</b>	<i>Maintain land inventory with a balanced supply of commercial and industrial land, distributed proportionately throughout the city.</i>	
<b>Proposed Accomplishments</b>	Year 1	a) Utilize existing land and facility directories to identify sites. b) Work with economic development providers to share information and match potential sites with development projects.
	Years 2 – 5	a) Work with Planning and Land Use to update information regarding sites. b) Continue activities in Year 1 (b).
<b>Strategy D-2</b>	<i>Develop the Aviation Business Center (ABC) with “ready-to-go” sites, with access to existing infrastructure.</i>	
<b>Proposed Accomplishments</b>	Year 1	a) Complete Master Plan and Management Plan for the Aviation Business Center by July, 2003. b) Contract for management and marketing services for the ABC. c) Initiate lease agreements with tenants, and begin construction.
	Years 2 – 5	Continue developing future phases of ABC.

**E) Need for Improved and Expanded Infrastructure**

One factor affecting the ability of businesses to thrive in Santa Fe is the lack of available land serviced by infrastructure. Demand for telecommunications infrastructure often exceeds local providers' willingness to supply it. In addition, there exists a lack of coordination between policies expressed in the *General Plan* and the City's Capital Improvements Program policies.

Based on interviews conducted with local economic and human services providers, several infrastructure improvements were identified as necessary to encourage economic development in selected commercial sectors. 78% felt improvements to telecommunication infrastructure were “much needed” and that the retail sector needed the least investment in infrastructure. The four areas of social infrastructure in need of the “most improvement” according to interviewees were:

1. Affordable housing (97%)
2. Child Care Centers (94%)
3. Youth Development Programs (86%)
4. Human Services (74%)

**Objective E: Provide the community with infrastructure which will optimize the resources of the city and allow for responsible, directed growth.**

<b>Strategy E-1</b>	<i>Integrate economic development efforts with the provision of affordable housing, social services, childcare, and transportation.</i>	
<b>Strategy E-2</b>	<i>Promote public and private partnerships to share the costs of providing infrastructure to unserviced land and reduce the cost of developed land.</i>	
<b>Strategy E-3</b>	<i>Encourage investment in the development, redevelopment, rehabilitation, and adaptive reuse of urban land for employment and housing.</i>	
<b>Proposed Accomplishments</b>	Years 1 – 5	<ol style="list-style-type: none"> <li>a) Identify areas lacking in infrastructure which are suitable for industrial use.</li> <li>b) Identify vacant or underutilized parcels within the urban areas where infrastructure is already in place.</li> <li>c) Work with relevant agencies, businesses, economic development providers to develop appropriate strategies to meet infrastructure needs.</li> </ol>

## **Section Three – COMMUNITY DEVELOPMENT**

The following Table illustrates priorities for Community Development activities, according to categories required by the Department of Housing and Urban Development.

### **Priority Needs for Community Development**

<b>Category</b>	<b>Need Level</b>	<b>Estimated \$</b>
<b><i>Public Facilities</i></b>		
Public Facilities and Improvements	High	\$6,770,000
Handicapped Centers	Medium	\$2,000,000
Neighborhood Centers	High	\$16,500,000
Parks, Recreational Facilities	Medium	\$2,500,000
Parking Facilities	High	\$40,000,000
Solid Waste Disposal Improvements	None	\$0
Fire Stations/Equipment	Medium	\$1,580,000
Health Facilities	High	\$7,000,000
Asbestos Removal	None	\$0
Clean-up of Contaminated Sites	None	\$0
Interim Assistance	None	\$0
Non-residential Historic Preservation	None	\$0
<b>TOTAL</b>		<b>\$76,350,000</b>
<b><i>Public Services</i></b>		
Handicapped Services	Medium	\$3,500,000
Legal Services	Medium	\$2,000,000
Transportation Services	High	\$5,180,000
Substance Abuse Services	High	\$3,000,000
Employment Training	High	\$1,000,000
Health Services	High	\$10,000,000
Mental Health Services	High	\$7,000,000
Screening for Lead-based Paint	Low	\$25,000
<b>TOTAL</b>		<b>\$31,705,000</b>
<b><i>Senior Programs</i></b>		
Senior Centers	High	\$2,600,000
Senior Services	Medium	\$250,000
<b><i>Anti-Crime Programs</i></b>		
Crime Awareness	Medium	\$135,000
<b><i>Infrastructure</i></b>		
Flood Drain Improvements	Medium	\$11,300,000
Water/Sewer Improvements	Medium	\$4,000,000
Street Improvements	High	\$1,200,000
Sidewalks	Medium	\$700,000
Tree Planting	Low	\$40,000
Removal of Architectural Barriers	Medium	\$250,000
Privately Owned Utilities	None	\$0
<b>TOTAL</b>		<b>\$20,475,000</b>
<b><i>Planning and Administration</i></b>		
	Medium	\$1,500,000
<b>TOTAL</b>		<b>\$1,500,000</b>

<b>Youth Programs</b>		
Youth Centers	High	\$10,000,000
Child Care Centers	High	\$2,000,000
Abused and Neglected Children Facilities	Medium	\$500,000
Youth Services	Medium	\$2,400,000
Child Care Services	High	\$100,000
Abused and Neglected Children	Medium	\$2,500,000
<b>TOTAL</b>		<b>\$17,500,000</b>
<b>Other</b>		
Urban Renewal Completion	None	\$0
CDBG Nonprofit Organization Capacity Building	Medium	\$300,000
CDBG Assistance to Institutes of Higher Education	None	\$0
Repayments of Section 108 Loan Principal	High	\$500,000
Unprogrammed Funds	Low	\$0
<b>TOTAL</b>		<b>\$800,000</b>

## **I. TRANSPORTATION AND PUBLIC SERVICES**

Access to transportation is an important community development issue, especially as it relates to extremely low and low-income households. It is also a regional issue, which requires that the City and County collaborate on transportation strategies and the implementation of transit systems. Santa Fe has both a Long Range Transportation Plan created by the Santa Fe Metropolitan Planning Organization (2000-2020) and a regional transportation proposal to provide transportation to Temporary Aid to Needy Families (TANF) and Welfare to Work (WTW) clients in the greater Santa Fe region.

### **A) The 1999 Santa Fe General Plan**

By adopting land use policies that reduce the need for automotive travel, the *General Plan* advocates establishing services and jobs closer to residences to foster pedestrian friendly environments. Similarly, the *Plan* promotes denser settlement patterns to support a multimodal public transit system. Another objective is to make road network improvements that optimize the use of existing facilities to meet the needs of pedestrian and bicyclists, as well as automobiles. The policies reflect a prevalent sentiment against wide arterial streets and the desire to conserve character of established Santa Fe neighborhoods. The *Plan* also maps an extensive network of existing and proposed

paved trails for bicyclists and pedestrians. When completed this network will provide an alternative to roads shared with motorized vehicles.

## **B) Other Plans and Grants**

### *1. The Long Range Transportation Plan (LRTP)*

This plan for the Santa Fe Metropolitan Area was prepared to meet the federal requirements outlined in the Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21) of 1998. It also incorporates the City's 1999 *General Plan* Policies. The goals of the plan concern the development of a regional transportation system that meets the needs of the area safely and efficiently. It is the intent of the plan to provide travel options which serve as alternatives to the single occupant vehicle, encourage the use of all modes of transportation, and limit the impact of motor vehicle traffic on residential neighborhoods. In addition, strengthening the coordination between land-use and transportation planning is a goal of the *LRTP* plan. This LRTP covers several transportation issues including:

- Future Road Networks
- Transit
- Bikeways
- Pedestrian System
- Downtown Parking
- Neighborhood Traffic Management
- Inter-Modal/Travel Demand Management
- Financial Element

Although many of the above issues relate to community development, this section focuses on transit issues as they relate to the Consolidated Plan's themes of affordable housing and economic development opportunities for extremely-low, low and moderate income families. The City's 1999 *General Plan* policies concerning transit issues are as follows:

## **Objective A: Promote local and regional public transit serving Santa Fe.**

<b>Strategy A-1</b>	<i>Provide frequent bus service on designated transit-intensive corridors.</i>
<b>Strategy A-2</b>	<i>Develop Traffic Intensive Corridors with high intensities to promote transit viability.</i>
<b>Strategy A-3</b>	<i>Develop a transportation demand management program in cooperation with the local business community.</i>
<b>Strategy A-4</b>	<i>Study the feasibility of transit priority traffic signal timing, at least along transit intensive corridors.</i>

<b>Strategy A-5</b>	<i>As part of the Cerrillos Road redevelopment project, consider the feasibility of dedicated transit lanes and the desirability of fixed guideways (such as trolleys) or other high speed transit systems.</i>	
<b>Strategy A-6</b>	<i>Study the feasibility of providing free transit service downtown.</i>	
<b>Strategy A-7</b>	<i>Institute 'free transit' days which would provide opportunities to promote transit ridership.</i>	
<b>Strategy A-8</b>	<i>Work with other local and regional agencies for commuter railroads to Eldorado and Albuquerque.</i>	
<b>Strategy A-9</b>	<i>Designate and develop park-and-ride facilities at appropriate locations along transit routes.</i>	
<b>Strategy A-10</b>	<i>Adopt a policy of "transit first" and give transit priority over street widenings.</i>	
<b>Proposed Accomplishments</b>	Years 1-5	<ul style="list-style-type: none"> <li>a) Continue implementing Transit System 5-year Business Plan.</li> <li>b) Re-establish Northern New Mexico Park-and-Ride programs in May 2003.</li> <li>c) Purchase Railroad R-O-W.</li> <li>d) Continue policies advocated by Santa Fe Trails/Santa Fe Ride Operations &amp; Maintenance.</li> </ul>

## **II. INFRASTRUCTURE, PUBLIC UTILITIES, AND PUBLIC FACILITIES**

The City will continue to work with utility providers to ensure adequate service to city residents. The priorities for infrastructure for the next three years that will impact low- and moderate-income Santa Fe residents include 1) the replacement/resurfacing of all bridges on the East side of Santa Fe, 2) stabilizing arroyos and river banks between St. Francis and Camino Alire, 3) and replacement of all aging sewer lines within the city (most of these are located on the east side of town). The City will also identify funding sources to pay for the placement of new and existing overhead lines underground to respond to concerns regarding health issues related to electric and magnetic fields.

**Objective A: To improve infrastructure, public utilities and public facilities in the city with specific emphasis on improving them in areas serving low- and moderate-income neighborhoods.**

<b>Strategy A-1</b>	Improve flood drain improvements in the city.
<b>Strategy A-2</b>	Rehabilitate existing and aging sewer lines.
<b>Strategy A-3</b>	Conduct tree planting throughout the city.
<b>Strategy A-4</b>	Remove architectural barriers within the city.
<b>Strategy A-5</b>	Rehabilitate existing facilities as well as construct new ones that are planned for Santa Fe.
<b>Strategy A-6</b>	Create more recreational facilities in Santa Fe.
<b>Strategy A-7</b>	Improve street networks and strengthen specific streets and bridges

	throughout the city.	
<b>Strategy A-8</b>	Support open space improvements in identified areas of the city.	
<b>Strategy A-9</b>	Provide support for infrastructure improvements to facilitate affordable housing development in Santa Fe.	
<b>Proposed Accomplishments</b>	Years 1-5	<ul style="list-style-type: none"> <li>a) Rehabilitate 10 miles of existing sewer lines at a cost of \$1,300,000.</li> <li>b) Repair/replace 5 miles of existing sidewalks for \$700,000.</li> <li>c) Plant 100 trees in parks across the city for \$40,000.</li> <li>d) Remove 15 buildings throughout the city for \$250,000</li> <li>e) Rehabilitate the Monica Roybal Youth Center for \$1,400,000.</li> <li>f) Rehabilitate the Santa Fe Girls Inc. Center for \$800,000.</li> <li>g) Construct a Community Arts and Cultural Center for \$2,500,000.</li> <li>h) Plan construction of a Santa Fe Detoxification Center.</li> <li>i) Build a Santa Fe Youth and Family Center in Tierra Contenta for \$2,070,000.</li> <li>j) Build a new branch library on the Southside for \$6,050,000.</li> <li>k) Construct a teen recreation center in Tierra Contenta for \$10,000.</li> <li>l) Build more soccer fields throughout the city for \$2,500,000.</li> <li>m) Resurface bridge crossings at SF River (8 bridges) for \$1,200,000.</li> <li>n) Pave Herrera Rd. from Cerrillos Rd. to Paseo Del Sol for \$408,000.</li> <li>o) Inter-connect street network in designated areas of the city for \$6,410,000.</li> <li>p) Complete Jaguar Drive to Highway 599 for \$675,000.</li> <li>q) Improvements to open space in the Tierra Contenta community for \$500,000.</li> <li>r) Install landscape, playground, and irrigation systems in Santa Fe's newest affordable housing project (La Cieneguita Park) for \$100,000.</li> <li>s) Infrastructure design and development for new affordable projects in the city for \$300,000.</li> </ul>

### III. ARTS

Recognizing that the arts significantly enhance the quality of life in Santa Fe and make a substantial contribution to the local economy, the City Council created the Arts Commission in 1987 to provide leadership by and for the City in supporting arts and cultural affairs. The Arts Commission recommends programs and policies that develop, sustain and promote artistic excellence in the community. Through its work, the Arts

Commission ensures that Santa Fe's unparalleled artistic heritage is nurtured and supported for the benefit of the entire community.

The role of the Arts Commission is to:

- Survey and assess the needs of the arts in Santa Fe;
- Evaluate the effectiveness of legislation, policies and programs;
- Encourage the use of local resources for the development and support of the arts;
- Receive grants that support the arts in our community;
- Advise the City on the purchasing of works for municipal property;
- Recommend the allocation of Lodgers' Tax revenues designated for nonprofit arts activities; and
- Counsel the City on arts-related issues and activities.

#### **A) Current and Ongoing Arts Commission Programs**

Art Commission programming is based on the strategies outlined in the *Santa Fe Arts Commission Long Range Plan: 2000-2003* with the intent of achieving the goals set forth in the plan.

##### *1. Financial and technical support of established and emerging nonprofit arts organizations*

The Arts Commission is one of the largest funder of the arts in the state. Through three funding categories, approximately 50 grants are made annually to nonprofit organizations, totaling about \$1 million. The funding programs include:

- *The Community Arts Promotion Program (CAPP)*, funded by the Lodgers' Tax for the promotion and advertising of nonprofit performing arts and attractions. CAPP solicits contractual services from arts organizations that demonstrate high artistic standards, play a role in promoting tourism, and enrich the entire community;
- *The Special and New Projects Program (SNPP)*, providing funding from Lodgers' Tax monies to sponsor special projects and to fund organizations which are newly formed or new to the Arts Commission's funding program; and



- *The Community Arts Development Program (CADP)*, funding small, emerging, and/or minority organizations of high artistic quality, including arts projects in elementary and secondary schools. Funds are provided by a contract with the New Mexico Arts Division matched by the City of Santa Fe General Fund.

## *2. The Art in Public Places Program (AIPP)*

AIPP directs 1 % of the bonds issued for City capital improvement projects for the acquisition of public art. One to two projects are dedicated each year with budgets ranging from \$5,000 to \$100,000. The purpose of the program is to create sites of community significance, encourage private and public awareness of and interest in the visual arts, increase employment opportunities in the arts, and encourage art as an integral part of local architecture.

## *3. Arts in Education*

ArtWorks is a year-round arts education program based on an aesthetic education approach developed by the Lincoln Center Institute in New York. Professional development for elementary level classroom teachers and the School Partnership Program are at the core of ArtWorks. Through this program, professional artists trained by ArtWorks join with elementary school teachers to develop a plan for integrating a specific artwork into their classroom curriculum. The artwork is always a professional live performance or exhibition. Using the work of art as a basis, the artist and teacher develop a line of inquiry, or a teachable idea from the artwork around which classroom activities are built.

## *4. Mayor's Recognition Awards for Excellence in the Arts*

Begun in 1988, the awards honor individuals and businesses that make outstanding contributions to the arts in the community.

## *5. City of Santa Fe Poster Contest*

This is an annual open competition to select an artwork by a local artist to become the City's poster of the year.

#### *6. Monthly Arts Network Meetings*

Representatives of arts organizations attend Network meetings to discuss current issues that are important to the nonprofit arts community.

#### *7. Information and referral services for the community*

The Arts Commission provides information about arts-related events and opportunities in both formal and informal ways. The Arts Commission database of 1,200 artists from Santa Fe and Santa Fe County is available at [www.nmcn.org](http://www.nmcn.org). Information is provided to the arts community on an ongoing basis through arts network meetings, mailings, and telephone and personal inquiries.

#### *8. Advocacy and Consensus-Building*

While not primarily an advocacy organization, the Arts Commission serves as a convener of artists and arts organizations, providing a forum from which a unified community voice may emerge.

### **B) Goals and Strategies for the Arts Commission**

The *Santa Fe Arts Commission Long Range Plan: 2000-2003* (adopted by the City Council in 2000) provides the framework for the Arts Commission's support of the arts. The plan was based on public participation from local artists, arts organization, and the community at large.

#### **Goal #1: STRONG AND SUSTAINABLE NONPROFIT ARTS ORGANIZATIONS**

<b>Strategy</b>	<i>Continue to support nonprofit arts and cultural organizations through funding and other forms of assistance.</i>
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#### **Goal #2: COMMUNITY-BASED ARTS AND CULTURAL FACILITIES**

<b>Strategy</b>	<i>Support a coordinated system of spaces for arts and culture that link citywide activities and bring the community together.</i>
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#### **Goal #3: QUALITY ARTS EDUCATION**

<b>Strategy</b>	<i>Catalyze a multi-tiered approach to arts education, in the schools and community</i>
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#### **Goal #4: COMMUNITY-WIDE INVOLVEMENT IN THE ARTS**

<b>Strategy</b>	Facilitate greater access to and participation in local arts experiences.
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#### **Goal #5: SUPPORT FOR INDIVIDUAL ARTISTS**

<b>Strategy</b>	<i>Provide assistance and programming around technology, business development, and participating in public art opportunities.</i>
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#### **Goal #6: BROADER RECOGNITION OF SANTA FE AS AN ARTS CENTER**

<b>Strategy</b>	<i>Maximize tourism benefits to the local arts community.</i>
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### **IV. CHILDREN, YOUTH, AND SCHOOLS**

According to the City of Santa Fe's *Children and Youth Strategic Plan*, the City's mission regarding children and youth states that, "The City of Santa Fe will promote the healthy development of children from birth through age 21 and will support programs that connect children and youth with community resources, enrich the environment and build on the strengths of children and youth."

Santa Fe takes pride in its strong sense of community by providing numerous programs for children and youth. The Children and Youth Commission, Grants and Planning Office in the Community Development Division of the Community Services Department, manages grants to these programs. A full partner in the education of its people, the City provides activities, programs, and services for young people through the Parks and Recreation Department, Police, Arts Commission, Libraries, and Children and Youth Section. It works with the Santa Fe Public Schools to continue educational experiences outside the classroom by using community resources. The Commission conducts an annual needs assessment which informs its grantmaking activities.

#### **A) Ongoing Projects, Programs, and Initiatives**

The City has taken several steps since 1989 to assert its commitment to youth by initiating ongoing projects, programs and initiatives including:

- **Family-Friendly City:** The City has taken steps to provide parenting resources, approve flexible work schedules, serve as a resource and referral service for dependent care, and enhance child-related benefits for employees. The City is trying to set an example to encourage community support for children and families in positive and beneficial ways.
- **Encouraging and Empowering Youth:** The Mayor's Office of Intercultural Affairs organized the *Voices of Youth* summit to find out what Santa Fe's young people are thinking and to give them a voice in City government. The number-one concern was the lack of recreation and activities; other concerns included teen violence, suicide, alcohol and substance abuse, gang activity, pregnancy, crime, and graffiti. The City has established a working youth council. The council will prepare and submit proposals, which address some of the issues brought out at the Youth Summit as well as other future concerns, to the City Council.
- **Affordable Child Care Center:** The Community Development Division staff worked with relevant service providers and agencies to provide space and support for a child care center in the old La Familia building at 1121 Alto Street. The center now provides Head Start programs for up to 77 children, ages 3-5.
- **Future Facilities:** Some areas in the city, such as the southwest quadrant, have many children in them with no appropriate places planned for them to play. Spaces and sites for libraries and safe indoor and outdoor hang-outs for children and teens are needed now and will be increasingly needed in the future. By keeping children, youth, and families in mind when designing public spaces, a more family and child-friendly city will be created. Input from children, youth, and families will be solicited as new developments are planned.

## **B) Programs Funded through the Children and Youth Commission**

The City, through its grant funding, training, and technical assistance, plays an important role in focusing attention where it is needed, and in stimulating creative approaches. Going into its twelfth year of funding, the City's Children and Youth Fund has started approximately 50 new programs as a result of seed funding. Approximately 40,000 young people participate in these grant-funded programs (some youth benefit from more than one program). Each year, at least half of the children who participate in these programs must be from low to moderate income families. Thirty-five to forty programs are funded each year with approximately \$875,000. Funded programs include:

- |   |   |
|---|---|
| • Alvord Community School   | • Museum of NM "Folk Art to Go" NM  |
| • Big Brothers/Big Sisters  | Center of Dispute Resolution  |
| • Challenge NM Therapeutic Recreation Programs for Children with Disabilities | • NM Suicide Intervention Project: Sky Center and Natural Helpers Program             |
| • Cooking with Kids/PIE   | • New Vistas Early Childhood Program  |
| • Friends of the Farmers Market   | • Partnerships: Service Learning at Larragoite and Chaparral/PIE                      |
| • Gerard's House Grief Support  | • Presbyterian Medical Services: MCH Center: Teen Health Clinics at both high schools |
| • Girls Inc.  |   |
| • Loretto Tutor Team  |   |

- Randall Davey Audubon Center, Outdoor Science Field Studies
- Self Awareness and School Support for At-Risk Girls
- Santa Fe Boys and Girls Club
- Santa Fe Children's Museum Youth Volunteers and Intern Programs
- SFCC/Santa Fe Temporary Child Care AssistanceSFCC/Santa Fe Nosotros Therapeutic Nursery
- Santa Fe Partners in Education/Supplies and Materials for SFPS Students
- Santa Fe Partners in Education/Youth Transportation for Field Trips
- Santa Fe Public Schools/Drug Prevention and Intervention Services
- Santa Fe Public Schools/Office of Community Schools, Afterschool Programs at Kaune and Agua Fria Elementary Schools
- Santa Fe Public Schools/Salazar Afterschool Program
- Santa Fe Public Schools/Santa Fe High School Teen Parent Center Nursery
- Santa Fe Public Schools/Sweeney Elementary Tutoring and ESL Program
- Santa Fe School for the Arts, educational materials for different learning styles
- Santa Fe SER/Teen Parent Nursery
- Santa Fe Skater's Association, School Outreach Ice Skating program
- Southside Music Program, guitar classes at Ortiz Middle School
- Theater Residency Project for At-Risk Youth
- Warehouse 21, Teen Arts Center
- Youth Shelters and Family Services, Homeless Outreach

### **C) Summary of Children & Youth Strategic Plan Goals**

- **Community Collaboration to Address Local Issues**

As issues emerge, the City works with the community to address them through existing nonprofits and school programs. For example, the Santa Fe County Maternal and Child Health Council, the Santa Fe Youth Provider Coalition and the Youth Advisory Council were formed in response to important issues.

- **Need for Information**

Many citizens and groups spoke to the need for better access to information about activities, programs, services, facilities, and resources currently available to children and young people.

- **Upgraded and Expanded Recreation Programs**

The need for more recreation opportunities is real, as indicated by a 200-name waiting list for the City-sponsored summer recreation programs. Some recreation programs are woefully understaffed and under-supplied. The City is partially addressing the lack of recreation facilities through the new South Side Recreation Center and the recent opening of the Municipal Recreation Complex, but activity sites are also needed in the Airport road area. All programs need to meet national standards of quality, and they must be culturally appropriate and sensitive to all of Santa Fe's diverse traditions.

- **Child Care and Early Childhood Development Programs**

Child care continues to be a major need in Santa Fe. The number of available child-

care slots in Santa Fe continues to lag far behind the need, especially for low-income families and for women entering the work force or work training through New Mexico's new welfare reform law. Children and youth grants fund seven programs for young children. Children and Youth Grants go to two programs for teen parents and their young children at the high school level. In addition, two programs at Santa Fe Community College help prevent child abuse: the therapeutic nursery program for children and their parents and the temporary child care assistance program. The first program demonstrates positive ways to play with and care for young children and the second provides 100 hours per child of temporary child care assistance per year per family, for families experiencing difficulties such as job loss, hospitalization, or other crisis situations.

- **Youth Development**

One of the top ten issues identified at the Youth Summit was the perception that Santa Fe values tourists more than its young people. There are many ways and settings in which the City can take the lead in appreciating, involving, listening to and celebrating its young people. The healthy growth and development of children and young people must be seen as a community-wide responsibility. So-called "at-risk" youth must not be singled out and stigmatized, but rather must be involved constructively in the community along with the rest of their peers. Several grant-funded programs provide teen volunteer opportunities or paid jobs for teens.

- **Community Schools**

Many people in Santa Fe feel that public school facilities are underutilized, and that they could serve as neighborhood focal points for recreational, educational, and other activities and services for young people and families. The Santa Fe Children and Youth Plan recommends that after-school programs be established at every school, and that every school become a multi-use community school. City grants fund afterschool programs at five schools, as well as other programs that bring community volunteers and parents into the schools.

## **Objective A: Strengthen and expand the City's role in community-wide planning, coordination, and facilitation of activities, events, programs and services for children and young people.**

<b>Strategy A-1</b>	<i>Continue to conduct annual planning and needs assessment with respect to programs and services for children and youth.</i>
<b>Strategy A-2</b>	<i>Support the creation of a community-wide information system, incorporating interactive computer terminals in libraries, schools, health facilities, and other public places, as well as the full use of other print and electronic media.</i>
<b>Strategy A-3</b>	<i>Collaborate with the public schools and other entities to improve educational opportunities in and beyond the classroom.</i>
<b>Strategy A-4</b>	<i>Continue to foster collaboration among City agencies, the Santa Fe Public Schools, Santa Fe County Maternal and Child Health Council, businesses, funding sources, the faith community and nonprofit</i>

	<i>organizations.</i>
<b>Strategy A-5</b>	<i>Build intercultural awareness and understanding through collaborations with schools, museums, libraries and other agencies.</i>
<b>Strategy A-6</b>	<i>Implement policies to assist the City of Santa Fe in becoming a family-friendly city.</i>

**Objective B: Continue City support of essential prevention and intervention programs for children and young people.**

<b>Strategy B-1</b>	<i>Continue to provide grants to community programs through the Children and Youth Fund, using funding categories identified by City Ordinance: child care, mental health, recreation, youth development, and supplemental educational programs for public school students.</i>
<b>Strategy B-2</b>	<i>Continue to provide technical assistance and networking to community programs through the Children and Youth Section of the Community Development Division.</i>
<b>Strategy B-3</b>	<i>Coordinate advocacy and promotion efforts on behalf of children and youth in Santa Fe.</i>

**Objective C: Upgrade and expand recreation programs for young people.**

<b>Strategy C-1</b>	<i>Increase numbers of participants served by sports, recreation, visual and performing arts, and cultural programs offered throughout the community.</i>
<b>Strategy C-2</b>	<i>Ensure that all City recreational facilities meet established standards for quality and safety.</i>
<b>Strategy C-3</b>	<i>Improve and expand City recreation programs specifically for teens.</i>

**Objective D: Expand the availability of child care and early childhood education for young children.**

<b>Strategy D-1</b>	<i>Increase the number of subsidized child care opportunities for low- and moderate-income families.</i>	
<b>Strategy D-2</b>	<i>Promote family-friendly workplaces that will assist parents in balancing work and family life.</i>	
<b>Strategy D-3</b>	<i>Increase access to high-quality child care.</i>	
<b>Proposed Accomplishments</b>	Years 1-5	<ul style="list-style-type: none"> <li>a) Investigate the possibility of including child care facilities within new housing developments.</li> <li>b) Investigate ways to encourage the set aside of land at reduced costs for construction of child care facilities or to construct facilities within the new developments to lease back to a child care provider.</li> <li>c) Integrate economic development policies with the provision of childcare, enabling low- and moderate-income single parents to enter the workforce.</li> </ul>

		d) Investigate the possibility of subsidizing child care as an appropriate use of funds intended for supporting low- and moderate-income families.
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**Objective E: Expand opportunities for youth development, community participation by youth, and community recognition of youth.**

<b>Strategy E-1</b>	<i>Increase youth participation and involvement in community planning, governance, and decision-making in matters affecting youth.</i>
<b>Strategy E-2</b>	<i>Develop and expand employment, career development, and community service opportunities for all Santa Fe youth.</i>
<b>Strategy E-3</b>	<i>Increase opportunities for youth recognition at public meetings, by businesses, and throughout the community.</i>

**Objective F: Expand Community Schools, where families and young people will have access to information, activities, programs, and services on a neighborhood level.**

<b>Strategy F-1</b>	<i>Work with the Santa Fe Public Schools to establish community schools.</i>
<b>Strategy F-2</b>	<i>Expand developmentally-appropriate after-school and summer care and activity programs for all elementary and middle school children and youth, including those with special needs.</i>
<b>Strategy F-3</b>	<i>Increase the involvement of parents and other adults in public schools.</i>

## **V. HUMAN SERVICES**

Human services are a vital sector of the community. The quality of life of our citizens depends in part on meeting their need for quality health care, social services, family development, residential care services, personal support, and crisis intervention. City human services planning, coordination, and funding policies shall be integrated with other municipal departments as well as county, state, federal, private, and nonprofit sectors to ensure effective human service delivery. The City promotes appropriate human service geographic distribution, operational sustainability, site location, residential, and paratransit integration to serve families and citizens in our community.

The spiraling decrease in federal and state financial support for human services emphasizes the need to create more collaborative relationships between service providers to ensure a "safety net" of health and human services. A myriad of organizational opportunities must be explored and developed to encourage resource



sharing partnerships, mergers, alliances, and service shifting to ensure the availability of human services for the community. The City must strengthen its safety net of human services during the next decade.

#### **A) Needs for Human Services**

There will be an ever increasing demand for human services over the next twenty-five years. Fewer public funding resources and increased competition for the remaining dollars will result in dramatic changes in the service provider landscape. The City shall adopt new human service strategies, where necessary, to ensure that a safety net of services can continue to exist which involve long-term planning, coordination of multiple stakeholders, and funding to include increasing the City's General Fund 2% share of the state's gross receipts for human services.

Major changes in the local health care system, such as managed care and health maintenance organizations, will alter the affordability, accessibility, and availability of health services for citizens of the entire community. There will be a greater emphasis on developing networks of comprehensive health and human services for adults and young people to ensure a continuum of prevention, treatment, and crisis services.

Health care providers expect to see an increased need for in-home health care, homemaker, elderly day care programs, nursing and case management services, full spectrum professional counseling for mental health, alcoholism and substance abuse, sexual assault, domestic violence and elder abuse, early intervention and prevention services, homeless services, AIDS/HIV services, and basic necessities such as food, utilities, rent, and clothing. These needs will most dramatically impact persons in lower income groups especially the elderly, children, special needs populations, such as disabled persons and single parents, immigrant populations, and those individuals without health insurance or other forms of financial assistance.

#### **B) Human Service Program Priorities**

Programs funded by the City of Santa Fe's Human Services Department have a proven

record of serving a growing number of clients and providing a wide range of services. To date, approximately 67,800 unduplicated clients have been served and over \$13.5 million dollars leveraged by the community's service providers. Priorities include underwriting the following services:

1. Substance abuse treatment and prevention;
2. Crime and family violence intervention and prevention
3. Low cost, comprehensive medical services;
4. Emergency access to food, shelter, and other basic needs;
5. Family-based mental health counseling;
6. New or innovative collaborative programs with a documented health and human service need;
7. Crisis services.

### **C) Human Service Agency Categories and Current Projects**

The City of Santa Fe funds several ongoing initiatives to meet needs for human services. Programs include:

#### **▪ Food Depot**

Receives partial funding for general operation of umbrella program to improve storage, acquisition, and distribution of volunteer food programs, including the Food brigade, Food for Santa Fe and Kitchen Angels. There are 87 member agencies served and 63,000 clients.

#### **▪ St. Elizabeth Shelter**

Receives partial funding for general operation of this emergency shelter for homeless adults and their expanding transitional living program for homeless families. This program serves over 1000 unduplicated clients annually.

#### **▪ St. John's Soup Kitchen**

Receives partial funding to purchase food used in the preparation of a hot lunch meal program serving very-low and low income persons of all backgrounds six days a week year round. In 2002, the program served 44,475 meals.

#### **▪ La Familia Medical Center**

Receives partial funding for operation of a comprehensive primary health and dental care center that serves largely very-low and low income insured and uninsured citizens. The agency serves 10,861 unduplicated clients.

#### **▪ Southwest C.A.R.E. Center**

Receives partial funding to support medical and social work staff to operate a primary care clinic to serve persons with HIV/AIDS disease. There are 385 unduplicated clients.

#### **▪ Women's Health Center**

Receives partial funding for primary medical and mental health care for women, children and

men, with special attention to single working mothers with children. There are 9,962 unduplicated clients.

- **Catholic Charities**

Receives partial funding for operations of the Teen Parent Support Program, counseling services, children's groups, adoptions and immigration services on a sliding fee scale basis. This project serves 1,200 unduplicated clients.

- **Presbyterian Medical Services (Crisis Response of Santa Fe)**

Receives funding from the matching carry-over balance from the Robert Wood Johnson Foundation Local Initiative Funding Partners Program to operate a mobile crisis team and a 24 hour crisis hot-line for adults and youth experiencing behavioral health emergencies and crises. There are 3,000 Crisis Calls serving and 300 Mobile Crisis Team face-to-face contacts.

- **Ayudantes**

Receives funding for operation of the Northern Clinic to include the entire spectrum of nursing, medical, counseling, and outpatient services to individuals with drug addictions. This project serves 301 unduplicated clients.

- **Recovery of Alcoholics Program (RAP)**

Receives partial funding to provide substance abuse Outreach Services to include community education, referrals to other agencies, conduct media services, and networking. There are 6,295 duplicated community contacts.

- **Esperanza Shelter for Battered Families**

Receives partial funding for operation of a family shelter for battered women and their children, and out-patient counseling for perpetrators, children and whole families when possible. There are 2,392 unduplicated clients served in 2002 which reflected almost 30% increase since 2000.

- **Santa Fe Rape Crisis Center**

Receives partial funding for operation of a 24-hour crisis line for sexual assault victims and follow-up counseling for both children and adults. There are 497 unduplicated clients.

- **Literacy Volunteers**

Receives partial funding to recruit, train and support volunteer tutors and match them in one-to-one relationships with students by helping adults learn English, basic reading, workplace tutoring groups, and computer assisted learning. Last year 845 students received 14,478 hours of tutoring from 360 volunteers.

- **Open Hands**

Receives partial funding for operation of an adult day care and health center for frail elderly and other disabled citizens, and the in-home volunteer program for homebound elderly and disabled. There are 1,335 unduplicated clients served through the Community Outreach Services and 129 clients in the Adult Day Services.

- **Life Link, Inc.**

Receives partial funding for personnel to provide services to residents of 12-bed adult residential shelter care facility for psychiatrically disabled persons. There are 16 unduplicated clients served.

▪ **The Santa Fe Regional Juvenile Justice Board**

This Board was established to develop a Comprehensive Strategic Plan for a continuum of juvenile delinquency services. Through the understanding of the strengths and weaknesses of our juvenile justice and social services we can find solutions and resources to address the problems our children face. The Board identified three programs that could contribute to our youth development. The Board has developed, funded and implemented two programs and has identified and applied for funding to implement the third at the beginning of the 2003-2004 school year.

**Objective A: Increase support for organizations providing services that are considered high priority.**

<b>Strategy A-1</b>	<i>Continue to fund organizations providing services in high priority areas.</i>	
<b>Strategy A-2</b>	<i>Conduct training and technical assistance to human service providers to improve Board and organizational capacity to meet the needs of Santa Fe citizens as indicated through site visits.</i>	
<b>Strategy A-3</b>	<i>Serve on several committees as a staff liaison.</i>	
<b>Proposed Accomplishments</b>	Years 1-5	a) Monitor and prepare 19 contracts and site visits on all funded programs once a year in order to assure contracted service availability and program quality. Complete monthly reimbursement requests for all funded programs. b) Provide 300 hours of technical assistance a year to grantee agencies. c) Serve on the following committees: Human Services Committee, Santa Fe Cares Allocation Committee, United Way Health Services Allocation Committee, the New Mexico Grantmakers Association, Regional Care Council, Santa Fe County Health Planning Commission, FEMA Allocations Committee and Community Services Network.

**Objective B: Continue working in collaboration with the County to share resources and maximize service delivery.**

<b>Strategy B-1</b>	<i>Continue joint City-County effort on the renovation and obtain operating funds for an Assessment, Detoxification and Treatment Center, including seeking state funding through the Legislative process.</i>
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**Objective C: Help strengthen safety net services in Santa Fe.**

<b>Strategy C-1</b>	<i>Continue working with the CARE Connection to develop a system of referral, data sharing and funding systems for the community based service providers.</i>
<b>Strategy C-2</b>	<i>Complete and print 500 Community Resource directories.</i>

<b><i>Proposed Accomplishments</i></b>	Years 1-5	a) Assist in the collaboration to secure funding and operations procedures for a comprehensive medical and social detoxification center with wrap-around social services. b) Secure additional funding for the Juvenile Justice Planner to sustain the Truancy Prevention program and the Day Reporting program for suspended students.
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## **VI. SENIOR SERVICES AND FACILITIES**

The Division of Senior Services was established in 1977 with the mission to allow older adults to remain living in their own homes as comfortably and independently as possible, and to hopefully avoid institutionalization while remaining an active contributor to the community. Currently there are nine senior centers serving approximately 2,000 square miles. These centers are located in Edgewood, Cerrillos/Las Lomas, El Rancho, Santa Cruz, Chimayo and four within the City of Santa Fe which include Mary Esther Gonzales (1121 Alto Street), Pasatiempo (668 Alta Vista), Luisa (1510 Luisa Street), and Camino Consuelo (1200 Camino Consuelo) Senior Centers.

The Division of Senior Services focuses its efforts on those elderly persons most in need of our services. These include low income, minority, and disabled adults as well as those living in isolated areas of the city or county or otherwise identified as exhibiting greatest social need. This comprehensive program serves 9,000 older adults. The implementation of this program relies heavily on strong coordination with other agencies as well as philanthropic support from the community, including literally thousands of hours contributed by volunteers and financial contributions from the United Way and McCune Charitable Foundation.

In March 2000, the City of Santa Fe's Division of Senior Services conducted a public hearing to solicit community input and to determine public priorities for each of the services provided. This hearing, attended by more than 100 persons, led to the following ranking of service areas in order of priority.

- Nutrition and Transportation (tied for highest priority)
- In-Home Supportive Services

- Day Care Services and Activities/Volunteer Programs for the Elderly
- Preventative Health Services
- Advocacy for the Community's Older Adults.

## **A) Current Services**

### *1. Nutrition*

Seven meal sites provide warm nutritious meals Monday through Friday in a comfortable sociable dining room setting in seven different locations. Each facility serves breakfast and lunch each weekday. Annually, 114,310 meals are served, each providing 1/3 of the daily RDA requirements. Five "Meals-on-Wheels" routes service the frail, or homebound elderly seniors who cannot attend the congregate sites. Annually, 113,260 meals are delivered (breakfast and lunch weekdays), each with 1/3 RDA requirements. USDA Commodities Distribution occurs the last Wednesday of every month to provide senior citizens and disabled persons (meeting Federal Income Guidelines) supplemental food products. Approximately 560 families benefit from this service. Economic Council Helping Others (ECHO) commodities are distributed to low income seniors on the third Tuesday of each month. Over 450 individuals benefit from this service.

### *2. Transportation*

This program provides reliable transportation for older adults to medical facilities, senior centers, nutritional sites, social service agencies, arts centers, and other necessary locations. With a fleet of 35 fully-accessible vehicles, approximately 62,000 round-trips are provided each year. Ridership for those confined to wheelchairs has risen from 112 on an annual basis to over 350 on a monthly basis. Over 7600 A.D.A. eligible participants are now riding with this program on an annual basis, through a contract with the Santa Fe Trails.

### *3. In-Home Supportive Services*

The Respite Care Program provides necessary relief for the primary care givers of individuals suffering from Alzheimer's or other dementia-related disorders. The program includes three full-time employees who provide personal, one-to-one care. By assisting

with such needs as meal preparation, house cleaning, and companionship, this service addresses the special needs of 30 persons providing primary care to an afflicted family member or loved-one each year. The Home Management Program provides daily assistance for seniors 60 and older with such chores as light housekeeping, cooking, non-medical personal care, range of motion exercise, and general home management. Approximately 133 seniors benefit from this service.

The Non-Medical Personal Care Program provides 1.5 hours of personal care assistance per week to frail elders aged 60 years or older. Clients suffer from a mental or physical disability, are without access to other assistance, demonstrate great social (such as language or cultural barriers) and economic need. Currently, the program provides nearly 1,200 hours of service each year to nearly 30 seniors.

The Senior Companion Program recruits volunteers age 60 and over to provide companionship to elderly, home-bound persons. Volunteers receive a monthly stipend for their efforts. Currently, 24 volunteers dedicate over 16,400 hours of service each year.

#### *4. Volunteer Programs and Activities*

Though the City of Santa Fe's Division of Senior Services is not a licensed day care provider, the following volunteer programs and activities at our eight facilities help to address this important community need. The Activities Program offers special opportunities to seniors at each of the eight facilities. These include dancing lessons, cookouts, art classes, quilting, bingo, sight-seeing, fishing and more. By providing these opportunities, the Division of Senior Services helps almost 900 of the community's older adults maintain an active lifestyle both mentally and physically.

The Foster Grandparent Program offers low-income seniors the rewarding opportunity to serve as "grandparents" in an intergenerational setting. Participants receive a tax-free stipend and mileage reimbursement. Each year, 43 participants dedicate over 24,000 hours to this important program. The Retired and Senior Volunteer Program provides individuals 55 years or older with a wide variety of volunteer opportunities throughout

the community. Programs include Ombudsman, Medicaide-Medigap counseling, peer counseling, craft instruction, nutrition, respite care, and many more. Currently, 491 volunteers dedicate more than 140,000 hours of service each year.

#### *5. Preventative Health Services*

The Preventative Health Program provides a wide variety of educational and preventative health activities including blood pressure clinics, cholesterol testing, hearing and eye testing, diabetes testing, breast cancer screening, flu vaccinations, the Annual Community Awareness Health Fair, various workshops, special exercises for the disabled, acupuncture, pain management, and much more. Each year, an estimated 4,000 seniors participate in this program. Peer Counseling provides emotional support for adults 60 years of age and older who are experiencing isolation, loneliness, loss and/or bereavement. Peer counselors are seniors (50 years of age and older) who volunteer their time to assist other senior citizens. The Senior Olympics Program provides men and women age 50 and older the opportunity to compete with other seniors in various athletic and sporting events. The program promotes physical and mental fitness as well as friendship and interaction with peers. Each year, an estimated 400 seniors participate in this program.

The Safe Kids/Safe Seniors Program is the first of its kind and offers both seniors and children important safety information and activities. Safety workshops, presentations, and literature are specially designed to provide important safety information to children and seniors, the most at-risk members of the community.

#### *6. Advocacy*

The Outreach Program advocates on behalf of the elderly to local, state, federal, and other agencies. By conducting community needs assessments, home visits, personal consultations, and public hearings, the Division of Senior Services is able to effectively identify concerns and needs of the elderly, communicate with other agencies, and address concerns through internal programs and policies. Information and Assistance is provided by Division staff and volunteers to help the elderly identify, locate, and



obtain the services they require. Each year roughly 8,600 of Santa Fe's seniors benefit from this program.

**Objective A: Increase services for seniors in Santa Fe to meet growing needs.**

<b>Strategy A-1</b>	<i>Increase the number of seniors in the community whom are served by 50%. In four years this Division expects to serve nearly 14,000 seniors in Santa Fe County.</i>
<b>Strategy A-2</b>	<i>Complete scheduled construction and expansion projects.</i>
<b>Strategy A-3</b>	<i>Expand Senior Services funding base to increase services.</i>

**Objective B: Increase the focus on priority services areas.**

<b>Strategy B-1</b>	<i>Increase the capacity of the Nutrition, Transportation, and In-Home Service Programs.</i>
<b>Strategy B-2</b>	<i>Prioritize services for the frail elderly, those demonstrating greatest social need, and those seniors in isolated areas of the county.</i>

## **VII. PUBLIC LIBRARIES**

### **A) Library Facilities and Staffing**

Santa Fe currently operates three library facilities — the Main Library, the La Farge Library, and the Library Bookstop — which serve both city and county residents. The Main Library is located Downtown, about one block from the Plaza. The La Farge Library is located on Llano Street near Siringo Road, and the Library Bookstop is located in the Villa Linda Mall.

The Library's three collections include a total of 265,000 catalogued items (as of July 2002), and a large number of uncatalogued items in the form of microfiche, magazine backfiles, vertical file material, microfilm, and audio-video items. The Main Library houses about 55% of the total collection and contains the most comprehensive reference materials and older books. The La Farge Library contains 38% of the collection and was originally designed for school children. More adults are now using this library because of the rapid growth of Santa Fe's south side, its accessibility and free parking. The Library Bookstop is a storefront with current circulating books but few reference materials. It was designed as a stop-gap facility until a larger library could be

built. Library users can request any book to be transferred to any of the libraries for their convenience.

Library staffing includes 50 full-time and part-time staff members, which is equivalent to a 40 full time effort. A considerable number of volunteer hours supplement the work done by paid staff.

## **B) Library Use and Services**

The City's libraries serve both city and county residents, of which 69% have used library services within the last 12 months. Using a five-year average, over 650,000 customers entered the library each year to look for books and information, to use the meeting rooms and other library services, or just to read and relax. This translates into over 54,000 visitors per month.

The libraries accommodate approximately 360 classes from local schools during the year for tours, programs, instruction, and research. Through Interlibrary Loan the libraries share resources with other libraries in the city, around the state, and across the country.

Over 525,000 library items are borrowed by the public each year, and almost 2,300 items were borrowed from other libraries through Interlibrary Loan. Using a five year average, reference staff answers over 169,000 questions annually. It is expected that the demand for informational and educational resources will continue to grow disproportionately to population growth in the future. Over 53,000 computer reservations were made in the last year at the Library's three facilities. The library maintains a web site, since 1993, that offers access to the library's catalog, several full text databases, a comprehensive internet "Starting Points" page, and a current "News & Calendar" page about library activities. During the previous year, there were approximately 200,000 "hits" or inquiries made to the web site.

## **C) Future Library Needs**

In order to meet the informational and educational needs of the community and improve

access to resources, the library intends to construct a new facility on the southside of the city. A site has been purchased and an architectural model and elevation drawings have been created. Construction documents will be completed by June 30, 2003. However, the City must secure construction and operations funds. A 37,000 square foot facility would serve the growing number of residents, schools, and businesses on the southside and help relieve the congestion both the Main and La Farge libraries.

**Objective A: Provide accessible library services to all residents of the city.**

<b>Strategy A-1</b>	<i>Improve cooperation between the library and other community groups and services in providing similar or complementary services to the public.</i>	
<b>Strategy A-2</b>	<i>Adequately staff libraries to meet the changing needs of library users.</i>	
<b>Strategy A-3</b>	<i>Continue offering programs for youth.</i>	
<b>Proposed Accomplishments</b>	Years 1-5	<ul style="list-style-type: none"> <li>a) Continue youth programs and tours and build to providing over 600 each year.</li> <li>b) Continue the Annual Santa Fe Festival of the Book.</li> <li>c) Offer Bilingual programs for children and plan &amp; execute a Spanish language program series.</li> <li>d) Provide free and accessible public meeting space for the community.</li> <li>e) Make audio-visual and graphics equipment accessible either in-house or on-loan.</li> <li>f) Answer 180,000 reference questions annually.</li> <li>g) Develop a plan for better community awareness of library services and programs.</li> <li>h) Increase staffing by 4 positions by 2007 and continue to seek annual increases in staff to meet increase in service demands including at least 15 new positions for new library.</li> <li>i) Actively seek partnerships with other public &amp; private groups that provide services to the community.</li> </ul>

**Objective B: Improve Library facilities as well as the delivery and accessibility of information.**

<b>Strategy B-1</b>	<i>Maintain, update and expand electronic equipment and software to meet the demands of the public and stay current with advances in technology within the Library's facilities.</i>
<b>Strategy B-2</b>	<i>Expand and develop more resources available through the Library's web site.</i>
<b>Strategy B-3</b>	<i>Build the South Side library branch, a 37,000 square foot facility, to meet existing and future needs in the area.</i>
<b>Strategy B-4</b>	<i>Continue to Expand Library collection to include materials in the latest formats available</i>

<b>Proposed Accomplishments</b>	Year 1	a) Continually update the library web site & find new resources to offer through this venue. b) Implement a three-year computer equipment rotation schedule. c) Update library collections by 30,000 items annually. d) Finish construction documents for the new south side facility.
	Year 2	a) Continue activities in year 1 (a, b, c) b) Secure construction funding to build the new south side branch.
	Year 3	a) Continue activities in year 1 (a,b,c) b) Secure construction funding to build the new south side facility.
	Year 4	a) Continue activities in year 1 (a,b,c) b) Build new South Side Branch
	Year 5	a) Continue activities in year 1 (a,b,c) b) Begin planning update of SFPL Needs assessment & Master Plan

## VIII. PARKS, RECREATION, AND OPEN SPACE

Park and recreation facilities serve an important role in maintaining a high quality of life for community members. Some parks provide opportunities for a broad range of activities such as hiking, mountain biking, and nature studies, while others are gathering places where neighborhood residents can relax, contemplate, and take in the beautiful views. Recreation facilities can range from athletic fields for soccer and baseball, tennis courts, and golf courses to tot-lots.

Whatever the level of service, facilities need to be accessible. Policies in this document focus on providing a range of park facilities, such as small neighborhood parks, larger passive and active community parks, and additional recreational facilities, to serve residents in every neighborhood and of all ages. To meet current needs as well as future demand, this document recommends increasing the amount of parkland per person over the next 20 years.

### A) Existing Facilities

The City's Department of Parks and Recreation currently maintains about 1,040 acres of parkland and open space, excluding small greenways and landscaped medians. This acreage includes 816 acres of developed parkland and 127 acres of undeveloped parkland. There are three community parks, 23 neighborhood parks, seven special use parks, 13 pocket parks, five open space pockets, and seven open space parks.

These parks are classified primarily by size, but location and function are also considered. As a result, several parks are classified as community parks even though they are less than ten acres in size, such as Herb Martinez, La Resolana, Larrogoite, and Monica Lucero parks. Such classifications give the impression that Santa Fe has a large number of community parks for a city of its size. In reality, small park facilities dominate and larger community and regional parks are lacking.

Thirteen of the City's 58 parks are undeveloped, totaling almost 127 acres. Many of these undeveloped parks have come to the City primarily through the park dedication requirements and are located in recently developed areas in the south and west, with some in the extreme north. Although these parks are located in areas of high demand, many are inside subdivisions and are not perceptually accessible to the general public.

In addition to parks, the City has developed 2.2 miles of trail along the Arroyo Chamiso and plans to expand the trail in the future. Other undocumented trails exist along the trail drainage ways, and there are primitive trails in the foothills. The overall continuity of the trail system, however, is weak and requires extensive land acquisition and planning. Feasibility studies are currently underway for future trail development projects, including the Santa Fe River Trail and the Santa Fe Rail Trail.

## **B) Future Needs and Parkland Provision**

During the public scoping meetings for the *General Plan* and the public input meetings for the *Parks, Recreation and Open Space Master Plan*, residents expressed many of the same priorities for providing adequate facilities for the community. Residents encouraged the City to provide easily accessible parks, particularly in the southern part of the city and on the northern side of Arroyo Chamiso Trail near Richards Avenue. Fifty-seven percent of residents responding to a survey conducted in 2001 considered parks and open space "very important."

# ACTION PLAN

## I. PROPOSED USE OF AVAILABLE RESOURCES

Over the next five years, the City of Santa Fe expects the following resources to be available for use by the City, its non-profit, community partners, other government agencies and private corporations to address the needs identified in this document.

<b>HUD Program</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>CDBG</b>					
CDBG funds	702,000	700,000	700,000	700,000	700,000
CDBG program income	450,000	475,000	500,000	525,000	550,000
<b>HOME</b>	550,000	550,000	550,000	550,000	550,000
<b>ESG</b>	175,000	180,000	180,000	180,000	180,000
<b>Supportive Housing</b>	300,000	300,000	300,000	320,000	320,000
<b>Sec. 8 Mod Rehab. (SRO)</b>	0	0	0	0	0
<b>Shelter Plus Care</b>	270,000	270,000	270,000	280,000	280,000
<b>Section 202</b>	0	0	3,000,000	0	0
<b>HUD Collaborative Initiative</b>	3,500,00	0	0	0	0
<b>Elderly/Disabled Service Funds</b>	0	0	0	0	0
<b>Section 811</b>	0	0	1,500,000	0	0
<b>HOPWA</b>	432,000	432,000	432,000	450,000	450,000
<b>Tenant Based Rental Assistance</b>	100,000	100,000	100,000	100,000	100,000
<b>Fair Housing Initiatives Program</b>					
Education and Outreach	98,980	99,000	0	0	0
Private Enforcement	0	0	150,000	150,000	150,000
Fair Housing Organizations	0	0	0	0	0
Housing Counseling	0	0	0	0	0
<b>Lead Based Paint Hazards</b>	5000	5000	5000	5000	5000
<b>Economic Devel Initiative (EDI)</b>	300,000	0	0	0	0
<b>Section 108</b>	300,000	0	0	0	0
<b>Brownfields Economic Development</b>	0	0	0	0	0
<b>Youthbuild</b>	0	0	800,000	0	900,000
<b>Technical Assistance</b>	0	0	0	0	00
<b>Community Hsg Development Orgs</b>	0	10,000	12,000	0	0
<b>Supportive Housing Programs</b>	10,000	10,000	10,000	0	0
<b>HOPWA</b>	102,000	0	0	0	0
<b>HOME for Participating Jurisdictions</b>	0	15,000	15,000	0	0
<b>HUD Capacity Funds</b>	50,000	50,000	50,000	0	0
<b>Public Housing Comp Grant</b>	460,000	460,000	460,000	460,000	460,000
<b>Section 8 Vouchers</b>	11,600,000	11,600,000	11,600,000	11,600,000	11,600,000
<b>Family Self Sufficiency</b>	41,000	42,000	42,000	42,000	42,000
<b>Service Coordinator Grant</b>	31,000	32,000	32,000	32,000	32,000
<b>Public Housing Operating</b>	550,000	560,000	560,000	560,000	560,000
<b>Special Purpose Grant</b>	0	1,500,000	0	0	0
<b>TOTAL</b>	<b>20,026,980</b>	<b>17,390,000</b>	<b>20,548,000</b>	<b>15,954,000</b>	<b>16,879,000</b>

<b>NM Mortgage Finance Authority</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<i>Low Income Housing Tax Credits (9%)</i>	0	0	9,000,000	12,000,000	15,000,000
<i>Low Income Housing Tax Credits (4%)</i>	3,000,000	3,000,000	3,000,000	4,000,000	4,000,000
<i>Multifamily Debt Financing</i>	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<i>HOME/Rental</i>	365,000	400,000	400,000	450,000	450,000
<i>Mortgage Saver</i>	6,700,000	8,000,000	8,000,000	8,500,000	8,500,000
<i>Mortgage Saver Plus(see above)</i>					
<i>HELP</i>	0	50,000	50,000	50,000	50,000
<i>Payment Saver</i>	200,000	200,000	200,000	200,000	200,000
<i>Helping Hand</i>	6,000	6,000	7,000	7,000	7,000
<i>Partners</i>	267,000	400,000	400,000	450,000	450,000
<i>Housing Counseling</i>	0	0	0	0	0
<i>Primero Loans</i>	125,000	130,000	150,000	0	0
<i>Weatherization Assistance Program</i>	0	0	0	0	0
<i>Land Title Trust Fund</i>	25,000	25,000	25,000	30,000	30,000
<i>Homeless Trust Fund</i>	100,000	150,000	175,000	0	0
<i>LIHEAP</i>	60,000	60,000	60,000	60,000	60,000
<i>CHDO Set Aside</i>	220,000	300,000	325,000	330,000	350,000
<i>CHDO Operating Expenses</i>	100,000	100,000	100,000	100,000	100,000
<b>TOTAL</b>	<b>12,888,000</b>	<b>14,596,000</b>	<b>2,389,000</b>	<b>28,177,000</b>	<b>31,197,000</b>

<b>Other Affordable Housing Resources</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<i>Federal Home Loan Bank of Dallas AHP</i>	350,000	420,000	420,000	560,000	560,000
<i>Community Development Financial Institutions Program (CDFI)</i>	3,000,000	1,000,000	0	0	00
<i>Mortgage Revenue Bonds (SF)</i>	0	0	0	0	0
<i>Mortgage Revenue Bonds (MF)</i>	0	2,000,000	2,000,000	2,000,000	2,000,000
<i>Foundations</i>	200,000	250,000	300,000	0	0
<i>Non Profit Fund Raising</i>	350,000	400,000	450,000	475,000	475,000
<i>City of Santa Fe General Fund</i>	656,000	656,000	656,000	506,000	506,000
<i>Affordable Housing Trust Fund</i>	50,000	50,000	50,000	50,000	50,000
<b>TOTAL</b>	<b>4,606,000</b>	<b>4,776,000</b>	<b>3,876,000</b>	<b>3,591,000</b>	<b>3,591,000</b>

<b>Community Economic Development Resources</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<i>City of Santa Fe General Fund</i>	422,000	430,000	435,000	440,000	445,000
<i>Economic Development Administration</i>	0	0	300,000	0	300,000
<b>TOTAL</b>	<b>422,000</b>	<b>430,000</b>	<b>735,000</b>	<b>440,000</b>	<b>745,000</b>

# ACTION PLAN FOR THE CITY OF SANTA FE 2003 – 2008

Description of Project/Program	Funding Source	Projected Funding				
		Year 1	Year 2	Year 3	Year 4	Year 5
<b>CDBG – The Community Development Block Grant is HUD’s primary program for promoting community development and revitalization throughout the country. Funds are used for a wide range of activities directed toward affordable housing, neighborhood revitalization, economic development, and improved community facilities and services.</b>						
<b>CDBG – HOUSING</b>	<b>CDBG</b>	\$ 75,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
<b>1. Home Improvement Program</b>	<b>Prog Income</b>	\$200,000	\$225,000	\$250,000	\$300,000	\$350,000
The City of Santa Fe will contract with Neighborhood Housing Services of Santa Fe to oversee rehabilitation projects, benefiting low- and moderate-income homeowners. Additional funding will come from program income generated from NHS’s revolving loan fund which currently includes \$4.5 million in assets. The loan fund is used to support home rehabilitation loans and generates \$350,000 annually.	<b>TOTAL</b>	\$275,000	\$275,000	\$300,000	\$350,000	\$400,000
<b># of Units Rehabilitated: 12(year 1), 13(year 2), 14(year 3), 15(year 4), 16(year 5)</b>						
<b>2. Program Income Account</b>	<b>CDBG</b>	\$0	\$0	\$0	\$0	\$0
The City of Santa Fe will contract with Neighborhood Housing Services of Santa Fe for downpayment assistance and other CDBG eligible activities. Funding will come from program income generated from NHS’s revolving loan fund.	<b>Prog Income</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>#of Units Rehabilitated: 12(year 1), 13(year 2), 14(year 3), 15(year 4), 16(year 5)</b>	<b>TOTAL</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>3. Emergency Repairs</b>	<b>CDBG</b>	\$0	\$0	\$0	\$0	\$0
The City of Santa Fe will contract with Neighborhood Housing Services of Santa Fe to assist low and moderate income with emergency repair loans	<b>Prog Income</b>	\$0	\$50,000	\$50,000	\$50,000	\$50,000
<b># of Residents Assisted: 4(year 1), 10(year 2), 10(year 3), 10(year 4), 10(year 5)</b>	<b>TOTAL</b>	\$0	\$50,000	\$50,000	\$50,000	\$50,000
<b>4. Down Payment Assistance</b>	<b>CDBG</b>	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
The City of Santa Fe will contract with NHS to assist low-income residents to buy homes through conducting home buying workshops, providing down payment loans and originating NHS second mortgages to be applied towards purchase.	<b>Prog Income</b>	\$0	\$0	\$0	\$0	\$ 0
<b># of Loans/Second Mortgages: 25 (yea r1), 29 (year 2), 34 (year 3), 36 (year 4), 39 (year 5)</b>	<b>TOTAL</b>	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
<b>Total Value of Down Payment Loans is \$150,000 per year.</b>						
<b>5. Second Mortgage Revolving Loan Fund</b>	<b>CDBG</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Santa Fe Community Housing Trust (SFCHT) will maintain a second mortgage revolving loan fund to assist first-time homebuyers. The loan will have no interest, no payment terms as long as the owner who received the assistance still occupies the home. # Homebuyers Assisted with Second Mortgages: 3 per year(1-5)	<b>Prior Funding</b>		\$0	\$0		
	<b>TOTAL</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>CDBG – Economic Development</b>	<b>CDBG</b>	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$210,000
<b>6. Small Business Revolving Loan Fund</b>	<b>Prog Income</b>	\$ 50,000	\$ 50,000	\$ 60,000	\$ 60,000	\$ 75,000
The economic development revolving loan fund provides a financial resource base from which small businesses that meet established criteria can obtain direct loans for start-up or expansion plans. The program will also serve as a source of capital for refinancing loans. # of Businesses Assisted: 12 (year 1), 12 (year 2),15 (year 3), 15 (year 4), 18 (year 5)	<b>TOTAL:</b>	\$125,000	\$125,000	\$135,000	\$135,000	\$385,000



Description of Project/Program	Funding Source	Projected Funding				
		Year 1	Year 2	Year 3	Year 4	Year 5
<b>7. Business Opportunity Program</b> This program offers rent subsidies and technical assistance to tenants of the Santa Fe Business Incubator who qualify as low or moderate income. <b># of Business Owners Assisted: 6 (year 1), 7 (year 2), 7 (year 3), 8 (year 4), 8 (year 5)</b>	<b>CDBG</b>	\$32,000	\$32,000	\$40,000	\$40,000	\$40,000
	<b>TOTAL</b>	\$32,000	\$32,000	\$40,000	\$40,000	\$40,000
<b>8. Teen Center</b> The City will apply CDBG funds towards professional services including facility planning and design, and staff for a Teen Center, serving teens from low- and moderate-income families.	<b>CDBG</b>	\$10,000	\$25,000	\$50,000		
	<b>TOTAL</b>	\$10,000	\$25,000	\$50,000		
<b>9. Santa Fe Habitat for Humanity</b> The City will apply CDBG funds towards the organizations efforts at the creation of a "Land Bank Program".	<b>CDBG</b>	\$25,000	\$50,000	\$50,000		
	<b>TOTAL</b>	\$25,000	\$50,000	\$50,000		
<b>10. Recovery of Alcoholics Program, Inc.</b> The City will apply CDBG funds towards construction costs for a Transitional Living Facility	<b>CDBG</b>	\$40,000				
	<b>TOTAL</b>	\$40,000				
<b>11. La Familia Medical Center</b> The City will apply CDBG funds towards the remodeling and expansion of the Alto Street clinic which is owned by the City of Santa Fe. This remodeling will provide new exam rooms, additional space for the dental clinic, and health education programs.	<b>CDBG</b>	\$50,000	\$73,000	\$35,000	\$135,000	
	<b>TOTAL</b>	\$50,000				
<b>12. CDBG Program Administration</b> The city administers the CDBG program and these funds support staff as well as office equipment and supplies needed to administer the program	<b>CDBG</b>	\$95,000	\$95,000	\$100,000	\$100,000	\$100,000
	<b>TOTAL</b>	\$95,000	\$95,000	\$100,000	\$100,000	\$100,000
<b>TOTAL CDBG (COMMUNITY DEVELOPMENT BLOCK GRANT)</b>	<b>CDBG</b>	<b>\$702,000</b>	<b>\$700,000</b>	<b>\$700,000</b>	<b>\$700,000</b>	<b>\$700,000</b>
	<b>Program Income</b>	<b>\$350,000</b>	<b>\$425,000</b>	<b>\$450,000</b>	<b>\$510,000</b>	<b>\$575,000</b>
	<b>TOTAL</b>	<b>\$1,052,000</b>	<b>\$1,125,000</b>	<b>\$1,150,000</b>	<b>\$1,210,000</b>	<b>\$1,275,000</b>
<b>HOME Program</b> <i>This program strives to meet both the short-term goal of increasing the supply and availability of affordable housing and the long-term goal of building partnerships between State and local governments and private and nonprofit housing providers. The funds may be used for such activities as tenant-based rental assistance, homebuyers assistance, property acquisition, new construction, rehabilitation, site improvements, demolition, relocation, and administrative costs.</i>						
Over the next five years, potential projects in Santa Fe eligible for HOME funds include:	<b>HOME</b>	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000
1. <b>Development:</b> The City applied and received HOME funds toward site acquisition costs for a Sec 811 project in partnership with Accessible Space Inc. (\$400,000)						
2. <b>Transitional Housing:</b> Possible projects will be discussed.						
3. <b>Downpayment Assistance</b>						

Description of Project/Program	Funding Source	Projected Funding				
		Year 1	Year 2	Year 3	Year 4	Year 5
<b>Emergency Shelter Grant (ESG)</b> <i>ESG funding is used for renovation, major rehabilitation, or conversion of buildings for use as emergency shelters or transitional housing; provision of essential social services for the homeless; payment of operating costs for shelters; and the development and implementation of homeless prevention activities, such as short-term mortgage/rent or utility payments, security deposits, first month rent, land-lord tenant mediation, and tenant legal services.</i>						
Over the next five years, potential programs in Santa Fe eligible for ESG funds include services provided by St. Elizabeth's Shelter, La Luz/Life Link, and Esperanza. Funds will be used to develop shelter facilities, to support intake and assessment services, counseling, medical services and food, rental assistance, and outpatient care.	<b>ESG TOTAL</b>	\$175,000 \$175,000	\$180,000 \$180,000	\$180,000 \$180,000	\$180,000 \$180,000	\$180,000 \$180,000
Over the next five years, potential projects in Santa Fe eligible for Supportive Housing funds include the development of transitional living facilities and supportive services administered by St. Elizabeth's Shelter, La Luz/Life Link, and Challenge New Mexico. Another potential project is the construction of a supportive facility for residents with brain injuries developed by Accessible Spaces, Inc.	<b>Supportive Hsg TOTAL</b>	\$300,000 \$300,000	\$300,000 \$300,000	\$300,000 \$300,000	\$320,000 \$320,000	\$320,000 \$320,000
<b>Shelter Plus Care</b> <i>This grant provides rental subsidies for persons who are at risk for becoming homeless because of mental illness, substance abuse problems or HIV/AIDS.</i>						
In Santa Fe, the Life Link/La Luz and the Santa Fe Community Housing Trust will use Shelter Plus Care funds for ongoing rental assistance programs. La Luz assists people with chronic mental illness and SFCHT assists persons with AIDS. # of People Assisted- La Luz: 20 (year1), 20 (year 2),20 (year 3), 20 (year 4), 20 (year 5) # of People Assisted- SFCHT: 12-20 (year1), 12- 20 (year 2), 12-20 (year 3), 12-20 (year 3), 12-20 (year 4), 12-20 (year 5)	<b>SPC/Life Link</b> <b>SPC/SFCHT</b> <b>TOTAL (est.)</b>	\$170,232 \$99,363 \$270,000	\$170,232 \$99,636 \$270,000	\$170,232 \$99,636 \$270,000	\$170,232 \$109,363 \$280,000	\$170,232 \$109,636 \$280,000
<b>Section 202</b> <i>The program increases the supply of rental housing with supportive services for very low-income elderly persons by providing interest-free capital advances to construct or rehabilitate rental housing. Section 202 also provides rental assistance for project residents.</i>						
During the next two years, the City of Santa Fe will work with local service providers to initiate a planning and design process for a development that will serve frail elderly residents. In Year 5, the City will apply for the funds.	<b>Sect. 202 TOTAL</b>	\$0 \$0	\$0 \$0	\$3,000,000 \$3,000,000	\$0 \$0	\$0 \$0
<b>Elderly/Disabled Service Funds</b>						
The City of Santa Fe will work with local service providers to access funds from this grant to support ongoing services for elderly and disabled residents.	<b>Eld/Dis SF TOTAL</b>	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0
<b>Section 811</b> <i>This grant is designed to enable low income residents with disabilities to live independently by increasing the supply of affordable rental housing with supportive services. Also provides rental subsidies to project residents.</i>						
The City will work with local service providers to initiate a planning and design process for a Sect. 811 project.	<b>Sect 811 TOTAL</b>	\$0 \$0	\$0 \$0	\$1,500,000 \$1,500,000	\$0 \$0	\$0 \$0

Description of Project/Program	Funding Source	Projected Funding				
		Year 1	Year 2	Year 3	Year 4	Year 5
<b>Housing Opportunities for Persons with AIDS (HOPWA)</b> <i>These funds are designed to provide housing assistance and supportive services for low-income people with HIV/AIDS and their families.</i>						
The Life Link/La Luz will continue to administer HOPWA funds for ongoing housing and service programs to assist people with AIDS and their families.	<b>HOPWA</b>	\$432,000	\$432,000	\$432,000	\$450,000	\$450,000
	<b>TOTAL</b>	\$432,000	\$432,000	\$432,000	\$450,000	\$450,000
<b>Tenant Based Rental Assistance (TBRA)</b> <i>This program is administered by the Civic Housing Authority to assist low-income families.</i>						
The City will continue to work with the SFCHA to ensure that the use of TBRA funds upholds the objectives and strategies in this Plan.	<b>TBRA</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
	<b>TOTAL</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>Fair Housing Initiatives Program (FHIP)</b> <i>These funds are used for education and outreach activities in order to increase the number of referrals to HUD of credible, legitimate fair housing claims and other information regarding discriminatory practices. These funded activities are expected to result in an increased number of referrals to HUD of credible, legitimate fair housing claims and other information regarding discriminatory practices.</i>						
The City of Santa Fe will continue to provide education and outreach about fair housing to the community. Emphasis will be placed on updating and responding to issues identified by the Analysis of Impediments.	<b>Educ/ Outreach</b>	\$98,890	\$99,000			
	<b>TOTAL</b>	\$98,890	\$99,000			
<b>Lead Based Paint Hazard Control</b> This program provides funding to State, Indian Tribal, and local governments to evaluate and reduce lead-based paint hazards in private housing rented or owned by low-income families.						
During the next five years, the City of Santa Fe will work with local housing organizations that offer rehabilitation programs (NHS and Open Hands, specifically) to identify lead based hazards and apply for funding from this grant where needed.	<b>Lead Based</b>	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
	<b>TOTAL</b>	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>Youthbuild</b> <i>This grant provides funding for on-the-job training in housing rehabilitation.</i>						
The City of Santa Fe will establish a collaboration with local youth and economic development service providers to identify projects for Youthbuild funds.	<b>Youthbuild</b>	\$0	\$0	\$800,000	\$0	\$900,000
	<b>TOTAL</b>	\$0	\$0	\$800,000	\$0	\$900,000
<b>Public Housing Comprehensive Grant</b>						
<b>Section 8 Vouchers</b> Funding is used to provide rental vouchers to qualified very low income households to subsidize rent for privately owned rental housing.	<b>Sect. 8 Family Self Service Coordinator Grant Operating Comp Grant TOTAL</b>	\$11,600,000	\$11,600,000	\$11,600,000	\$11,600,000	\$11,600,000
		\$41,000	\$42,000	\$42,000	\$42,000	\$42,000
		\$31,000	\$32,000	\$32,000	\$32,000	\$32,000
<b>Family Self Sufficiency</b> Provides education and life skills training to its residents and other low-income people, including computer training and GED tutoring. A particular program for young people includes suicide prevention and grief counseling.		\$550,000	\$560,000	\$560,000	\$560,000	\$560,000
Elderly/Displaced.		\$460,000	\$460,000	\$460,000	\$460,000	\$460,000
<b>Operating Grant</b> Based on the number of public housing units in its inventory, this entitlement is given to the Santa Fe Civic Housing Authority to be used for maintenance, repair and some restoration.		\$12,682,000	\$12,702,000	\$12,702,000	\$12,702,000	\$12,702,000

Description of Project/Program	Funding Source	Projected Funding				
		Year 1	Year 2	Year 3	Year 4	Year 5
<b>Special Purpose Grant</b>						
The City of Santa Fe will apply funds towards infrastructure and roads for upcoming phases of the Tierra Contenta development.	<b>SPG</b>	\$0	\$1,500,000	\$0	\$0	\$0
	<b>TOTAL</b>	\$0	\$1,500,000	\$0	\$0	\$0
<b>Low Income Housing Tax Credits (HTC)</b>						
<i>The program encourages the construction of low income rental housing through a competitive process and are based on a federal subsidy.</i>						
The City of Santa Fe will identify appropriate projects to be built using low income housing credits.	<b>HTC (9%)</b>	\$0	\$0	\$9,000,000	\$12,000,000	\$15,000,000
	<b>HTC (4%)</b>	\$3,000,000	\$3,000,000	\$3,000,000	\$4,000,000	\$4,000,000
	<b>TOTAL</b>	\$3,000,000	\$3,000,000	\$12,000,000	\$16,000,000	\$19,000,000
<b>Multi-Family Debt Financing</b>						
<i>A loan program for new construction and preservation of affordable, low income multi-family housing units which requires a set aside of a certain number of units to be rented to lower income tenants. The loan is available to many types of borrowers (for-profit, nonprofit, or public or tribal entity).</i>						
These funds will be used to supplement multi-family developments that are using tax credits.	<b>MF Debt</b>	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
	<b>TOTAL</b>	\$2,000,000	\$2,000,000	\$2,000,000	2,000,000	\$2,000,000
<b>HOME/Rental</b>						
<i>This program uses federal HOME funds to provide gap financing for development of affordable rental or special needs housing, either through new construction or acquisition and rehabilitation of existing properties.</i>						
These funds will be used to supplement the construction of below market rental projects.	<b>HOME/Rental</b>	\$365,000	\$400,000	\$400,000	\$450,000	\$450,000
	<b>TOTAL</b>	\$365,000	\$400,000	\$400,000	\$450,000	\$450,000
<b>Primero Investment Fund</b>						
<i>Through direct loans or loan guarantees, pre-development costs and equity requirements are funded to support projects built by non-profits, public or Tribal entities for lower income residents.</i>						
Santa Fe's non-profit housing developers will apply for these funds to support proposed tax credit and HOME/rental projects.	<b>Primero</b>	\$125,000	\$130,000	\$150,000	\$0	\$0
	<b>TOTAL</b>	\$125,000	\$130,000	\$150,000	\$0	\$0
<b>Land Title Trust Fund</b>						
<i>This program is funded through contributions from participating Title Companies.</i>						
The City of Santa Fe will work with local non-profit housing organizations to plan and implement a project using funds from this program, similar to NHS's teacherage.	<b>Land Title TF</b>	\$25,000	\$25,000	\$25,000	\$30,000	\$30,000
	<b>TOTAL</b>	\$25,000	\$25,000	\$25,000	\$30,000	\$30,000

Description of Project/Program	Funding Source	Projected Funding				
		Year 1	Year 2	Year 3	Year 4	Year 5
<b>LIHEAP</b> <i>This is a Department of energy program that provides subsidies to low-income families to help pay for fuel in Winter months.</i>						
This program is administered by Open Hands	<b>LIHEAP</b>	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
	<b>TOTAL</b>	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
<b>CHDO Set Aside</b>						
Local non-profit housing organizations will apply for funds from this program.	<b>Set Aside</b>	\$220,000	\$300,000	\$325,000	\$330,000	\$350,000
	<b>TOTAL</b>	\$220,000	\$300,000	\$325,000	\$330,000	\$350,000
<b>CHDO Operating Subsidy</b> <i>Funds provided by the federal HOME program are available to nonprofits to be used for various operational needs and housing activities.</i>						
Local non-profit housing organizations will apply for funds from this program.	<b>Operating</b>	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
	<b>TOTAL</b>	\$100,000	\$150,000	\$100,000	\$100,000	\$100,000
<b>Federal Home Loan Bank of Dallas AHP</b> <b>Banks and other local financial institutions access these funds in conjunction with housing developers to provide financing for numerous projects.</b>						
Non-profit housing developers will work with local financial institutions to get funding for purchase, construction, and/or rehabilitation of owner occupied housing and rental housing.	<b>Fed HLB</b>	\$350,000	\$420,000	\$420,000	\$560,000	\$560,000
	<b>TOTAL</b>	\$350,000	\$420,000	\$420,000	\$560,000	\$560,000
<b>Community Development Financial Institutions Program (CDFI)</b> <b>The Community Development Banking and Financial Institutions Act of 1994 was created to provide a fund to support economic revitalization and community development</b>						
These funds will be used for the development of low-income housing and other economic development activities. Santa Fe Neighborhood Housing Services and the Santa Fe Community Housing Trust are examples of non-profits that will access these funds.	<b>TOTAL</b>	\$3,000,000	\$1,000,000	\$0	\$0	\$0
		\$3,000,000	\$1,000,000	\$0	\$0	\$0
<b>Mortgage Revenue Bonds</b> <b>This funding provides a source for lower than market mortgage lending.</b>						
Non-profits will use this program to target low and moderate-income homebuyers purchasing single family residences in Santa Fe.	<b>TOTAL</b>	0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
		0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
<b>Private Foundations</b>						
Several foundations will support affordable housing development in Santa Fe. The support is given directly to non-profit housing development organizations such as the Santa Fe Community Housing trust and Neighborhood Housing Services. Foundations also provide support for specific housing development projects.	<b>TOTAL</b>	\$200,000	\$250,000	\$300,000	\$0	\$0
		\$200,000	\$250,000	\$300,000	\$0	\$0
<b>Nonprofit Fund Raising</b>						
Several non-profit housing organizations engage in fundraising to support their organizations as well as specific housing projects. Sources include government agencies, private foundations as well as program income generated by organizational activities.	<b>TOTAL</b>	\$350,000	\$400,000	\$450,000	\$475,000	\$475,000
	<b>TOTAL</b>	\$350,000	\$400,000	\$450,000	\$475,000	\$475,000
	<b>TOTAL</b>	\$350,000	\$400,000	\$450,000	\$475,000	\$475,000

Description of Project/Program	Funding Source	Projected Funding				
		Year 1	Year 2	Year 3	Year 4	Year 5
Affordable Housing Trust Fund (from Developer Contributions)						
	TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
City of Santa Fe General Fund: Contracts are expected to be held with the following: TRADE, Santa Fe Business Incubator, Inc., Santa Fe Economic Development, Inc., and the NCNMEDD.						
In the next five years, activities supported by these contracts include the development of Phase II of the Incubator, TRADE's work developing the NM Woodworker's Guild, SFEDI's cluster analysis and loan programs administered by the NCNMEDD.	TOTAL	422,000	430,000	435,000	440,000	445,000
Economic Development Administration (EDA) The EDA has several grant programs.						
The two programs available to Santa Fe include the Public Works program and the Planning States and Urban Areas Program,	TOTAL			\$3,000,000		\$3,000,000
Economic Development Initiative (EDI)/Section 108 Revolving Loan Fund						
EDI grants are used in conjunction with Section 108 loans to encourage economic development, either through physical development projects or through direct loans to private firms and individuals. The role of the EDI grant is to secure the Section 108 loan (as a loss reserve, for example) or to increase the feasibility of the project by lowering the total project costs to be financed.						
Funds from these sources will be applied towards several economic development projects	EDI Section 108 TOTAL	\$300,000	\$0	\$0	\$0	\$0
		\$300,000	\$0	\$0	\$0	\$0
		\$600,000	\$0	\$0	\$0	\$0
Infrastructure for Affordable Housing – by upgrading and replacing infrastructure, the City will create opportunities for affordable housing development.						
Airport Industrial Park – funds would be used to plan and construct the first phase of an industrial park adjacent to Santa Fe's municipal airport. The project would serve the smaller industrial and commercial users who have been priced out of the market because of accelerated land values and restrictive covenants.						
City of Santa Fe General Fund						
The Community Development Division uses General Fund money to give administrative support to its primary nonprofit housing partners – Enterprise Foundation, Neighborhood Housing Services of Santa Fe and Santa Fe Community Housing Trust. These organizations demonstrate ongoing capacity to use City funds to leverage additional funds and each continues to expand the efficacy and scope of their operations. Services they provide include: down payment assistance, homebuyer training classes, post-purchase counseling, soft second mortgages, below rate first mortgages, loans for rehabilitation, emergency loan programs, principle loan reduction programs, administrative support for the Affordable Housing Roundtable, administration of the Affordable Housing Trust Fund, construction, rehabilitation, planning and development of affordable housing projects, management of leased land, management of Housing Opportunity liens, income verification services, assistance to City staff with updates to the Consolidated Plan, and assistance with grant and loan packaging. Funds are also used to support the Landlord/Tenant Hotline, which provides education and advocacy for landlords and tenants.	Total TOTAL	\$656,000	\$656,000	\$506,000	\$506,000	\$656,000
		\$656,000	\$656,000	\$656,000	\$506,000	\$506,000

